

United States Department of State
United States Agency for International Development

Fiscal Year (FY) 2021 Annual Performance Report



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Department of State and USAID Overview

Introduction

The Fiscal Year (FY) 2021 Annual Performance Report (APR) for the Department of State and the U.S. Agency for International Development (USAID) presents State and USAID final year of reporting on achievements made against the strategic objectives and performance goals (PGs) articulated in the FY 2018 – 2022 State-USAID Joint Strategic Plan (JSP).

State and USAID published the FY 2022 – FY 2026 Joint Strategic Plan (JSP) and FY 2023 Annual Performance Plan (APP) on March 28, 2022. The FY 2022 – 2026 JSP and FY 2023 APP established new strategic goals, strategic objectives, performance goals, indicators, and targets.

To ensure responsible and efficient stewardship of funds, State and USAID implement planning and performance management policies and practices that align with legislation. These include: the Foreign Aid Transparency and Accountability Act of 2016 (FATAA), the Program Management Improvement Accountability Act of 2016 (PMIAA), the Foundations for Evidence-Based Policymaking Act of 2018 (the Evidence Act), and the Government Performance and Results Act Modernization Act (GPRAMA). State and USAID also coordinate initiatives in strategic planning and performance management at the Agency, bureau, and country levels to further promote efficiency and effectiveness.

For further information on the Department's or Agency's approach to strategic planning and performance management, use of evidence, and programs, please visit: [Performance.gov](https://www.performance.gov), [Foreign Assistance Resource Library](#), [USAID Results and Data Planning](#), and Annexes 1 and 2 of the Congressional Budget Justification ([CBJ](#)).

Organizational Background

The Department of State is the lead U.S. foreign affairs agency within the Executive Branch and the lead institution for the conduct of American diplomacy. Established by Congress in 1789 and headquartered in Washington, D.C., the Department is the oldest and most senior executive agency of the U.S. Government. The Secretary of State is appointed by the President, confirmed by the Senate, and is

the President's principal foreign policy advisor who implements the President's foreign policy worldwide through the Department and its employees.

As the U.S. government's lead international development, health and humanitarian assistance agency, USAID seeks to save lives, reduce poverty, strengthen democracy, and improve economic conditions across the world. USAID plans its development and assistance programs in coordination with the Department of State and collaborates with other U.S. government departments and agencies, Congress, multilateral and bilateral organizations, private companies, academic institutions, faith-based groups, and non-governmental organizations (NGOs). The USAID Administrator is appointed by the President and confirmed by the Senate.

Information on the organizational structure of the Department of State and USAID can be found at [Department of State Organization Chart](#) and [USAID Organization Chart](#).

Mission Statements, Strategic Goals, and Objectives

Department of State Mission Statement

To protect and promote U.S. security, prosperity, and democratic values and shape an international environment in which all Americans can thrive.

USAID Mission Statement

We work to build a freer, more equitable and more humane world by amplifying local voices, advancing sustainable progress, and tackling the world's toughest problems.

FY 2018-2022 State-USAID Joint Strategic Plan Framework:

Goal 1: Protect America’s Security at Home and Abroad				
1.1: Counter the Proliferation of Weapons of Mass Destruction (WMD) and their Delivery Systems	1.2: Defeat ISIS, al-Qa’ida and other Transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests	1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and rule of law	1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors	1.5: Strengthen U.S. border security and protect U.S. citizens abroad
Goal 2: Renew America’s Competitive Advantage for Sustained Economic Growth and Job Creation				
2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation	2.2: Promote healthy, educated and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives		2.3: Advance U.S. economic security by ensuring energy security, combating corruption, and promoting market-oriented economic and governance reforms	
Goal 3: Promote American Leadership through Balanced Engagement				
3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners	3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing	3.3: Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion	3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief.	
Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer				
4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments	4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development	4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively	4.4: Strengthen security and safety of workforce and physical assets	

Quality and Validation of Data

The Department of State and USAID obtain and use performance data from three sources: (1) Data collected directly by the Department, USAID, or entities funded by the Department or USAID; (2) data compiled by State and USAID implementing partners in the field; and/or, (3) data from third-party sources such as other Federal Government Departments and Agencies, non-governmental organizations, or other development organizations. To ensure the quality of evidence from a performance-monitoring system is valid for decision making, Department of State and USAID staff use an assurance process and checklist that assesses data against these five standards of quality: validity, integrity, precision, reliability, and timeliness.

All performance indicators reported in the APR have associated Indicator Reference Sheets that fully define the indicator used, including its data source, collection methods, known limitations, and the intended use. In addition, State and USAID require Data-Quality Assessments to be conducted within 12 months prior to the indicator being reported, and then at least every three years thereafter. Furthermore, State and USAID annually review the accuracy, completeness, and utilization of all indicator data submitted by the field and continuously make adaptations to organizational systems and processes as needed. State and USAID have documented substantial improvements in the quality and completeness of data because of this annual review process.

For each key performance indicator in the APR, there is an associated Indicator Methodology section (Annex 1) that notes the source and any limitations of the data. An indicator analysis is included for any key performance indicator where the FY 2021 result deviates more than 10 percent from the FY 2021 target.

Due to the nature of State and USAID's data-reporting processes and timelines, some indicator data will not be final until after publication of the APR. Footnotes are included for any indicator where the FY 2021 result reflects incomplete data collection.

Major Management Priorities and Challenges

Every year, State's and USAID's Offices of the Inspectors General (OIG) identify management challenges that affect the abilities of each agency to effectively engage diplomatically or deliver foreign assistance. The Department and USAID implement remedial actions in response to recommendations from their respective OIGs. For a full description of the challenges identified by the OIGs, as well as each agency's response to them, please see:

- Department of State: See pages 117 – 133 of the FY 2021 [Department of State Agency Financial Report](#)
- USAID: See pages 135 – 161 of the FY 2021 [USAID Agency Financial Report](#)

The Strategic objective performance goals articulated in JSP Strategic Goal Four address several of the management and performance challenges the OIGs identified. The State Department and USAID track and report progress against these challenges annually in the APP and APR.

Oversight responsibility for addressing these challenges rests with the Performance Improvement Officers at State and USAID. These officials advocate for greater impact through innovation, increased effectiveness and efficiency, and improved customer service. At the Department of State, Douglas Pitkin, Director of the Bureau of Budget and Planning, is the Performance Improvement Officer. At USAID, Ruth Buckley, the Director of the Office of Management Policy, Budget, and Performance within the Bureau for Management, is the Acting Performance Improvement Officer.

Lower-Priority Program Activities

[The President's Budget](#) identifies lower-priority program activities, where applicable, as required under the GPRA Modernization Act of 2010, 31 U.S.C. 1115(b)(10).

Strategic Goal 1: Protect America's Security at Home and Abroad

Strategic Objective 1.1: Counter the proliferation of Weapons of Mass Destruction (WMD) and their delivery systems

Strategic Objective Progress Update

- Extended the New START Treaty, to verify limits on Russian strategic nuclear forces, through February 2026.
- Took specific action to deter chemical weapons use, specifically led action at the Organization for the Prohibition of Chemical Weapons to make clear that countries cannot cloak offensive programs related to fentanyl and other central nervous system chemicals under the guise of law enforcement, a permitted purpose under the Chemical Weapons Convention (CWC). Suspended some of Syria's rights and privileges under the CWC, namely its right to vote and hold office, due to its possession and use of chemical weapons. Questioned Russia's attempted assassination of Alexei Navalny in contravention of the CWC.
- Helped defeat a Russian UN General Assembly (UNGA) First Committee resolution that would have undermined the ability of the UN Secretary-General's mechanism for investigating the alleged use of biological and chemical weapons, which remain particularly important in light of Syrian and Russian use of chemical weapons in violation of their obligations under the CWC.
- Led 46 OSCE States to support modernizing the Vienna Document 2011.
- Per President's guidance initiated a Strategic Stability Dialogue to lay the groundwork for future arms control to constrain the growth of Russian nuclear capabilities and lessen the potential for their use against the United States and its allies and partners.
- Reinvigorated U.S. leadership in developing the Comprehensive Nuclear-Test-Ban Treaty (CTBT) verification regime.
- Led the 25-country International Partnership for Nuclear Disarmament Verification in exploring future challenges.
- Imposed two rounds of sanctions on Russia for the use of the "novichok" chemical weapon to poison Russian opposition leader Alexei Navalny.
- Intensified consultations to bolster support for the Nuclear Nonproliferation Treaty (NPT), demonstrated U.S. leadership in arms control, and highlighted the peaceful uses of nuclear energy and technology as an important benefit of the NPT.
- Provided essential support to the International Atomic Energy Agency and urged Iran to cooperate fully with the Agency on unresolved nuclear material issues related to Iran's NPT-required safeguards obligations.

- Initiated projects to equip Biological Weapons Convention parties with scientific and technical advice, promote biosecurity guidelines among the global scientific community, and strengthen national implementation.
- Screened more than 25,000 visa applications and almost 23,000 export license applications to protect U.S. advanced technology and related expertise from diversion to unauthorized end users.
- Conducted over 50 foreign assistance activities to improve sanctions enforcement in over 40 countries, and over 300 activities to address proliferation threats from Iran, North Korea, the People's Republic of China, and Russia.

Performance Goal 1.1.1: Strengthen Global Arms Control/Non-Proliferation Regime

Performance Goal Statement: By 2022, strengthen U.S. national security through enhancements to the global arms control and non-proliferation regime, by strengthening its treaties, reducing WMD, and strengthening verification and compliance with arms control and non-proliferation obligations (State)

Key Performance Indicators

Table 1: Number of new countries that have signed, received Board of Governors approval of, and/or brought into force IAEA Additional Protocols

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	2	2	3	2
Actual	4	2	5	4	2	4

Indicator Analysis for Table 1: Eritrea signed Additional Protocols (AP) in April 2021, and the UK brought into force a new bilateral 'voluntary offer' safeguards agreement and AP upon completion of its withdrawal from the European Union in December 2020. Sierra Leone's AP was approved by the Board of Governors in June 2021, and Zimbabwe's AP entered into force in September 2021.

Performance Goal 1.1.2: Counter WMD and Ballistic Missile Proliferation

Performance Goal Statement: By 2022, strengthen U.S. national security by countering WMD and ballistic missile proliferation, strengthening relevant multilateral arrangements, and impeding illicit trafficking of WMD, advanced conventional weapons, and related technologies. (State)

Key Performance Indicators

Table 2: Number of missile defense capabilities, enabled by the Department, deployed in host countries as part of the U.S. homeland and regional defense strategy.

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	35	35	43	24
Actual	19	27	27	27	24	24

Table 3: Number of new countries adopting the control lists of one or more multilateral export control regimes

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	4	4	1	1
Actual	0	2	5	1	2	1

Indicator Analysis for Table 3: India updated its control list in FY 2021 to bring it into compliance with the Australia Group (AG) control list.

Strategic Objective 1.2: Defeat ISIS, al-Qa'ida, and other transnational terrorist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national-security interests

Strategic Objective Progress Update

- Through diplomatic efforts, the Global Coalition to Defeat ISIS continued to grow in FY 2021 and now stands at 84 members. The Coalition has provided over \$2 billion in assistance for stabilization and related efforts over the last four years. About half of the countries that have citizens in Iraq and Syria have participated in repatriation efforts.
- In FY 2021, the United States and its partners continued to pursue al-Qa'ida (AQ) around the world, successfully built international political support to constrain Iranian-linked groups' terrorism finances, increased the capacity of partners to investigate and prosecute Iran's global illicit and terrorist activity, and elevated the domestic and international focus on racially and ethnically motivated violent extremism.
- In FY 2021, State and USAID programming countered violent extremism in multiple countries throughout the world. For example, USAID-supported programming in Mozambique mitigated drivers of violent extremism through targeted activities that addressed instability, strengthened the economic and civic empowerment of youth populations, and promoted constructive engagement between communities and local governments. This Programming enabled community consultations with over 2,000 participants, including community leaders, women, youth, and local business owners, resulting in the identification of livelihood and income-generating activities for vulnerable groups in communities at risk of recruitment from violent extremist groups.
- U.S. Countering Violent Extremism (CVE) efforts in Pakistan in 2021 were challenged by the Taliban victory in Afghanistan, which energized Pakistani Violent Extremist Organizations (VEOs), such that in 2021 Pakistan suffered its highest rate of terrorist attacks in nearly a decade. However, two provinces (Sindh and Punjab) in which the United State has heavily invested in CVE work for the past 15 years experienced a relative decline in VEO attacks. This indicates that continued U.S. investments in partnership with Pakistan can further strengthen government and civil society's resilience to Violent Extremism.

Performance Goal 1.2.1: Contribute to the Defeat of ISIS

Performance Goal Statement: By 2022, contribute to the defeat of ISIS core, its regional branches and nodes, and its global network through mobilization of the Global Coalition, diplomacy, action, humanitarian and stabilization assistance, and international coordination and cooperation. (State)

Key Performance Indicators

Table 4: Number of civilian casualties from ISIS-directed or ISIS-inspired terrorist attacks outside of Iraq and Syria

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	0	0	0	0
Actual	Total: 3,316 Killed: 1,039 Wounded: 2,277	Total: 1,827 Killed: 506 Wounded: 1,321	Total: 3,579 Killed: 1,438 Wounded: 2,141	N/A	N/A	N/A

Indicator Analysis for Table 4: Data for this indicator come from START Global Terrorism Database, an open-source database that includes information on domestic and international terrorist attacks around the world. Since FY 2019 the data from this database are only available to specific commercial license holders, so the Department is not permitted to republish START global terrorism data. No data available to report for FY 2021.

Table 5: Cumulative total of internally displaced persons (IDPs) who have safely and voluntarily returned to the territories liberated from ISIS in Iraq and Raqqa, Syria

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	Total: 4,513,991 Iraq: 4,465,991 Raqqa, Syria: 48,000	Total: 5,265,320 Iraq: 5,065,320 Raqqa, Syria: 200,000	Total: 5,200,000 Iraq: 5,000,000 Raqqa, Syria: 200,000	Total: 5,710,000 Iraq: 5,500,000 Raqqa, Syria: 210,000
Actual	Total: 947,904 Iraq: 947,904 Raqqa, Syria: 0	Total: 2,330,370 Iraq: 2,282,370 Raqqa, Syria: 48,000	Total: 4,331,625 Iraq: 4,165,320 Raqqa, Syria: 166,305	Total: 4,782,755 Iraq: 4,596,450 Raqqa, Syria: 186,305	Total: 4,975,170 Iraq: 4,782,414 Raqqa, Syria: 193,173	Total: N/A ¹ Iraq: N/A Raqqa, Syria: N/A

¹ Bureau no longer tracking this data and no reporting available for FY 2021.

Table 6: Number of countries who have joined and are providing military, humanitarian, and stabilization support in the Global Coalition to Defeat ISIS

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	Coalition members: 74	Coalition members: 80	Coalition members: 83	Coalition members: 84
Actual	Coalition members: 67 Countries participating in airstrikes in Iraq: 9. Countries participating in airstrikes in Syria: 11. Countries providing humanitarian assistance or stabilization assistance in Iraq: 38. Countries providing humanitarian assistance or stabilization assistance in Syria: 47.	Coalition members: 73 Countries participating in airstrikes in Iraq: 9. Countries participating in airstrikes in Syria: 12. Countries providing humanitarian assistance or stabilization assistance in Iraq: 41. Countries providing humanitarian assistance or stabilization assistance in Syria: 48.	Coalition members: 79 Countries participating in airstrikes in Iraq: N/A. Countries participating in airstrikes in Syria: N/A. Countries providing humanitarian assistance or stabilization assistance in Iraq: 35. Countries providing humanitarian assistance or stabilization assistance in Syria: 36.	Coalition members: 81 Countries participating in airstrikes in Iraq: N/A. Countries participating in airstrikes in Syria: N/A. Countries providing humanitarian assistance or stabilization assistance in Iraq: 31. Countries providing humanitarian assistance or stabilization assistance in Syria: 32.	Coalition members: 83 Countries participating in airstrikes in Iraq: N/A ² . Countries participating in airstrikes in Syria: N/A ³ . Countries providing humanitarian assistance or stabilization assistance in Iraq: 31. Countries providing humanitarian assistance or stabilization assistance in Syria: 35.	Coalition members: 84

² No longer tracking this data and no reporting available for FY 2018-2021.

³ No longer tracking this data and no reporting available for FY 2018-2021.

Performance Goal 1.2.2: Preventing and Countering Violent Extremism (P/CVE)

Performance Goal Statement: By 2022, reduce identified drivers of violent extremism in countries, regions, and locales most vulnerable to radicalization to terrorism while also strengthening partner government and civil society capacity to prevent, counter, or respond to terrorism and violent extremism. (State and USAID)

Key Performance Indicators

Table 7: Number of Countering Violent Extremism (CVE) programs directly related to U.S. Government CVE objectives implemented in country by civil society and partner governments

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	200	120	72	33
Actual	96	237	96	72	21	54

Indicator Analysis for Table 7: Creative solutions devised by implementers, increased program capacity, and more reliable funding resulted in more CVE programs being implemented by civil society and government partners relative to the FY 2021 target.

Performance Goal 1.2.3: Counter Messaging

Performance Goal Statement: By 2022, strengthen partner government and civil society capacity to utilize data-driven approaches to counter messaging. (State)

Key Performance Indicators

Table 8: Number of counterterrorism messaging campaigns completed to include those that involve cooperation with foreign governments and/or foreign messaging centers

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	GEC Established in 2016	N/A	6	7	2	2
Actual	2	15	18	2	1	3

Indicator Analysis for Table 8: Although COVID-19 delayed implementation of campaigns in 2020, all planned campaigns were completed by the end of FY 2021. The FY 2021 result surpassed the target because the GEC adopted lessons learned early in the COVID-19 pandemic, allowing it to implement the two planned campaigns as well as the delayed FY 2020 campaign.

Strategic Objective 1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights, and the rule of law.

Strategic Objective Progress Update

- Implemented activities to prevent and respond to conflict, violence, and stabilization challenges, including projects to promote people-to-people reconciliation across 32 countries, support for over 12,300 women participating in peacebuilding processes, conflict-sensitive aid training for 350 USAID experts, and timely interventions in response to complex crises and transitions in 19 countries.
- Adapted, responded, and learned from challenges presented by the ongoing COVID-19 pandemic, including declines in the democracy and human rights environment across 80 countries, with particularly sharp deterioration in struggling democracies and repressive states.
- Mobilized flexible programming to contend with local legislation seeking to close civic space and leveraged digital tools to resist efforts to restrict fundamental freedoms.
- Built the capacity of foreign partners through rule-of-law and anticorruption assistance to facilitate the prevention, investigation, prosecution, and adjudication of criminal activity, ultimately leading to the improvement of security and human development outcomes.
- Provided justice sector assistance to host governments and local stakeholders to build long-term sustainable institutional capacity, supporting increased law enforcement actions in partner nations against a range of organized criminal activity. These programs facilitated international cooperation that led to more nations implementing international frameworks.
- Supported efforts to tackle root causes of fragility through the U.S. Strategy to Prevent Conflict and Promote Stability and the Stabilization Assistance Review.
- Improved U.S. strategic planning and diplomatic engagement through technical support on peace processes, data analytics, ceasefire monitoring, and peace accord implementation at national and local levels.
- Provided emergency grant assistance to 1,200 human-rights defenders; 31 percent of assistance reached activists from under-represented groups and 300 civil-society organizations under threat from state and non-state actors. Approximately 95 percent

of recipients stated that the assistance positively affected their safety or reduced threats, and 83 percent reported a return to their democracy and human rights work after assistance.

Performance Goal 1.3.1: Addressing Fragility, Instability, and Conflict

Performance Goal Statement: By 2022, improve the capacity of vulnerable countries to mitigate sources of fragility, instability, and conflict. (State and USAID)

Key Performance Indicators

Table 9: Number of U.S. Government-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	5,135	4,512	2,223	5,035
Actual	35,386	6,103	7,460	5,097	2,453	5,641 ⁴

Indicator Analysis for Table 9: A pivot to virtual initiatives, coupled with increased programming, resulted in more USG-funded peace and reconciliation activities relative to the FY 2021 target.

⁴ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 10: Number of people participating in U.S. Government-supported events, trainings, or activities designed to build mass support for peace and reconciliation

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	127,937	469,695	526,868	319,601
Actual	339,467	324,546	359,766	601,499	277,629	247,005 ⁵

Indicator Analysis for Table 10: COVID-19 affected the implementing environment, thus preventing people from participating in USG-funded activities designed to build support for peace and reconciliation relative to the FY 2021 target.

Table 11: Number of local women participating in a substantive role or position in a peacebuilding process supported with U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	13,185	4,200	7,099	9,263
Actual	49,395	37,150	3,852	4,422	21,067	12,324 ⁶

Indicator Analysis for Table 11: FY 2021 activities enabled higher levels of female participation because of new or expanded State and USAID peacebuilding programs; shifts to digital platforms that allowed for broader participation in COVID-19-affected environments; a focus on working with community members; and designing culturally appropriate, demand-driven activities, which resulted in a larger-than-expected discrepancy in target achievement. Due to several new programs, CSO came in well above the reported target. With new programming, CSO's actual target for FY 2021 was 96, which State also exceeded. For the Colombia

⁵ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

⁶ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Local Peace Councils (LPCs) program, more women than anticipated are participating in substantive roles in the LPCs. This reflects a greater focus on inclusion of women and women's perspectives in peace and stabilization processes at the local level.

Performance Goal 1.3.2: Open/Accountable Government

Performance Goal Statement: By 2022, contribute to strengthened democratic governance through targeted assistance to improve citizen engagement, strengthen civil society, increase transparency, and protect human rights. (State and USAID)

Key Performance Indicators

Table 12: Number of individuals receiving voter education through U.S. Government-assisted programs

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	3.207 million	7.832 million	8.167 million	10.977 million
Actual	1.448 million	2.734 million	64.220 million	10.330 million	13.422 million	52.316 million ⁷

Indicator Analysis for Table 12: COVID-19 and conflict-related challenges necessitated the use of multi-media platforms to provide voter education including virtual and digital delivery of programs. This helped the U.S. government reach more individuals than anticipated.

⁷ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 13: Number of individuals receiving civic education through U.S. Government-assisted programs

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	6.638 million	7.943 million	9.479 million	13.177 million
Actual	169,982	4.462 million	11.762 million	10.065 million	12.800 million	11.854 million ⁸

Indicator Analysis for Table 13: While there was a discrepancy against the initial target set for this fiscal year, given the scale of the actuals, the discrepancy was mild. Uncertainty regarding the COVID-19 global pandemic can lead to increased variance from initial targets that are set as implementing partners sought to adapt to a changing and increasingly emergent operating environment. In some cases, partners were able to switch their approach to digital or mass media activities that may have increased their reach, while others relying on direct in-person approach faced significant delays during COVID-19. Additionally, in some cases, there may be a gap in reporting to this indicator as some partners do not use this indicator to capture activities that may have an active learning component for adult-based populations outside of a classroom setting.

Table 14: Number of non-state news outlets assisted by U.S. Government

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	1,005	1,170	1,514	1,390
Actual	1,227	1,704	1,707	1,978	1,573	1,506 ⁹

⁸ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

⁹ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 15: Number of judicial personnel trained with U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	26,289	26,452	30,000	19,545
Actual	28,774	34,039	46,294	38,479	30,829	19,602 ¹⁰

Table 16: Number of U.S. Government-assisted civil-society organizations (CSOs) that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	173	129	151	317
Actual	77	334	224	146	337	43 ¹¹

Indicator Analysis for Table 16: COVID-19 affected the implementing environment resulting in a larger-than-expected discrepancy in target achievement. DRL partners worked with critical stakeholders to engage with the legislative process. In some cases, elected officials took advantage of the COVID-19 global pandemic and its response to restrict access to these proceedings, which led to a sharp reduction in the number of CSOs participating in key legislative activities in FY 2021.

¹⁰ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

¹¹ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Performance Goal 1.3.3: Transnational Crime

Performance Goal Statement: By 2022, work with partner country governments to strengthen criminal justice systems and support prevention efforts in local communities to build capacity to address transnational organized crime. (State)

Key Performance Indicators

Table 17: The number of host nation criminal justice personnel who received USG-funded Anti-Trafficking in Persons training

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	4,529	5,600	2,000	1,800
Actual	4,566	4,529	5,560	1,969	2,179	9,387

Indicator Analysis for Table 17: This indicator demonstrates efforts to build capacity of host-nation criminal justice personnel to hold traffickers accountable. The large discrepancy between the target and actual figures is attributable to the fact that judges and prosecutors are included in the count for the first time in FY 2021. Additionally, the Child Protection Compact Partnership in Jamaica trained the Jamaican Constabulary Force and several criminal justice ministries and agencies, driving the FY 2021 actual figures even higher.

Table 18: Metric tons of illicit narcotics seized by U.S. Government-supported host government officials in USG-assisted areas

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	7,000	2,000	10,000	10,000
Actual	11,600	January-June 2,128	1,990	13,001	3,319	1,656

Indicator Analysis for Table 18: Paraguay shifted focus from marijuana to cocaine in FY 2021, leading to a lower weight total.

Table 19: Number of vetted and specialized law enforcement units receiving support

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	215	205	200	200
Actual	N/A	January-June 209	195	195	691	868

Indicator Analysis for Table 19: More INL programs were included in results reporting this year, leading to an increase in the actual total for FY 2021.

Table 20: Arrests made by USG-assisted law enforcement personnel for trafficking crimes of illegal gathering, transportation, and distribution of drugs, chemicals, wildlife, weapons, or humans

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	115,000	125,000	125,000	130,000
Actual	N/A	January-June 63,160	142,267	129,401	95,109	191,336

Indicator Analysis for Table 20: More INL programs were included in results reporting this year, leading to an increase in the actual total for FY 2021.

Strategic Objective 1.4: Increase capacity and strengthen resilience of our partners and allies to deter aggression, coercion, and malign influence by state and non-state actors

Strategic Objective Progress Update

- To promote stability and security in cyberspace, the Department continued to educate, leverage, and significantly expand coalitions of likeminded cybersecure governments to hold accountable for their actions governments that engage in malicious cyber activities contrary to the universally accepted framework of responsible state behavior. In April 2021, the United States attributed the SolarWinds intrusion to Russia's Foreign Intelligence Service (SVR); 22 countries plus the EU and NATO supported the United States. Three months later, the USG attributed the Microsoft Exchange Servicer compromise to cyber actors affiliated with the People's Republic of China's intelligence service; 29 countries plus the EU and NATO joined the United States in this effort. Additionally, we are continuing to build the capacity of nations to support efforts on deterring malicious cyber activities contrary to the U.S.-supported framework of responsible state behavior in cyberspace.
- The Department continued diplomatic engagement in support of infrastructure projects that diversified energy sources away from malign state actors. Three such projects received financing in FY 2021, including one that allows European states to diversify away from Russian gas. Another of these recently financed infrastructure projects will allow Iraq to eventually replace Iranian gas and electricity imports with domestically produced renewable and gas-fired electricity.

Key Performance Indicator

Table 21: The dollar value of public and private investment and other financial resources mobilized behind international strategic energy infrastructure projects because of U.S. Government action

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	\$3.5 billion	\$3.5 billion	\$4 billion	\$4 billion
Actual	\$6.839 billion	\$3.45 billion	\$3.714 billion	\$28.699 billion	\$0.616 billion	\$6.933 billion

Indicator Analysis for Table 21: The actual value of public and private investment was considerably more than the target for FY 2021 because a key project to provide Iraq a new source of domestic gas and electricity and reduce dependence on Iranian imports received equity financing following extensive policy engagement by the State Department with the Government of Iraq. In addition, gas diversification projects supported by the State Department in Central and Eastern Europe received financing.

Performance Goal 1.4.1: Securing Cyberspace

Performance Goal Statement: By 2022, significantly increase international cooperation to secure an open, interoperable, reliable, and stable cyberspace and strengthen the capacity of the United States and partner nations to detect, deter, rapidly mitigate, and respond to international cyber threats and incidents. (State)

Key Performance Indicators

Table 22: Number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	30	79	125	95
Actual	N/A	0	148	141	300	163

Indicator Analysis for Table 22: The COVID-19 pandemic necessitated a shift to more virtual programming. The relatively low cost of virtual program delivery allowed the Department to significantly increase its diplomatic engagement on cyber issues, resulting in the actual number of cyber-related diplomatic engagements outpacing the targets in FY 2020 and FY 2021.

Table 23: Number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	89	105	121	118
Actual	N/A	86	126	111	132	145

Indicator Analysis for Table 23: In FY 2021, the actual number of partners surpassed the target by 27 because the Department of State was able to initiate new engagements and reinvigorate previous ones. Additionally, the Department successfully adapted to the impacts of the COVID-19 pandemic by employing more creative mechanisms for engaging with foreign partners.

Strategic Objective 1.5: Strengthen U.S. border security and protect U.S. citizens abroad

Strategic Objective Progress Update

- In FY 2021, the Bureau of Counterterrorism (CT) worked with priority partners through diplomatic engagement and targeted foreign assistance to improve border and aviation security in accordance with UN Security Council Resolution 2396 obligations. Efforts included watch listing and information sharing, passenger and cargo screening, fraudulent document recognition, aviation and airport security, and airport security management. CT also encouraged partners to use multilayered mitigation measures to address more complex terrorism threats, and either upgraded existing equipment and systems or provided next-generation passenger and baggage screening technology where appropriate.
- In FY 2021, the Bureau of Consular Affairs' (CA) Overseas Citizens Services Directorate met the goal under PG 1.5.2 to review 100 percent of all country information pages on travel.state.gov in conjunction with a Travel Advisory update.
- Passport Services overcame several COVID-19 pandemic-related challenges to meet its goal to process 99 percent of passport applications within published timeframes. As of October 29, 2021, routine processing is 8 to 11 weeks and expedited processing is 5 to 7 weeks.

Performance Goal 1.5.1: Engaging Partner Nations

Performance Goal Statement: By 2022, increase information sharing with partner nations and improve partner nation connectivity to international criminal and terrorist databases to better identify individuals with derogatory information seeking to enter the United States. (State)

Key Performance Indicators

Table 24: Number of new governments sharing information with the United States to prevent terrorists from reaching the border

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	10	5	5	4
Actual	9	10	3	4	1	3

Indicator Analysis for Table 24: It is suspected that COVID-19 hindered diplomatic efforts in FY 2020 and FY 2021, resulting in fewer new governments sharing relevant information with the United States relative to the targets.

Table 25: Number of multilateral and regional initiatives that the CT Bureau funds to raise awareness of and increase political will and capacities of countries to adopt U.S. standards and approaches

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	4	1	3	3
Actual	2	3	3	1	3	4

Indicator Analysis for Table 25: COVID-19 affected diplomatic efforts and the implementing environment resulting in a larger-than-expected (+) discrepancy in target achievement.

Performance Goal 1.5.2: Protect the Security of U.S. Citizens through Timely Dissemination of Information

Performance Goal Statement: Through 2022, ensure timely dissemination of safety, security, and crisis information that allows U.S. citizens to make informed decisions for their safety while traveling or residing abroad. (State)

Key Performance Indicators

Table 26: Percent of appropriate consular crisis responses activated within six hours after notification of a crisis event

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	N/A	100%

Table 27: Percent of country information pages on travel.state.gov reviewed and updated at least once annually to ensure current and relevant safety and security information

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	N/A	100%
Actual	N/A	N/A	N/A	N/A	N/A	100%

Performance Goal 1.5.3: Excellence in Passport Services Delivery

Performance Goal Statement: Through 2022, continue to ensure vigilant, accurate, and timely passport services to U.S. citizens. (State)

Key Performance Indicators

Table 28: Process 99 percent of passport applications within publicly available timeframes

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	99%	99%	99%	99%
Actual	99.9%	99.9%	99.9%	99.9%	75.6%	99%

Strategic Goal 2: Renew America's Competitive Advantage for Sustained Economic Growth and Job Creation

Strategic Objective 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to U.S. job creation

Strategic Objective Progress Update

- The Deal Team Initiative, including the Department of State and USAID, overcame COVID-19-related challenges to increase in-country advocacy promoting export and investment opportunities for U.S. exporters and to support efforts to eliminate host-nation impediments to U.S. exports and investment. USG advocacy efforts in FY 2021 resulted in 106 wins for U.S. exporters, valued at \$16 billion, with \$11 billion in U.S. export content supporting approximately 56,000 U.S. jobs. Department-supported wins include renewable energy, weather prediction systems, physical infrastructure, aircraft, defense, medical equipment, and other sectors. USAID continued to play a leading role in the [Prosper Africa Initiative](#), supporting over 130 deals to close and \$2.9 billion in new exports and investments to date.
- The Department's USG information and communications technology (ICT) assistance contributed to 11 countries committing to change their ICT policies and regulations towards an open, interoperable, secure, and reliable Internet. These engagements position countries to increase their vendor diversity policies and make legislative changes to support the adoption of 5G networks and technologies.
- While COVID-19 presented substantial challenges to outreach, the Department adapted by substantially increasing its virtual engagements. With two additional mechanisms established in FY 2021, Department efforts reached an estimated 2,800 individuals on telecom/ICT and digital economy issues via a blend of virtual and in-person trainings, workshops, and conferences.
- The U.S.-EU Privacy Shield (USEUPS) faced significant challenges in FY 2021. At its FY 2020 peak, more than 5,400 organizations participated in the Privacy Shield Framework. However, the July 2020 *Schrems II* ruling continues to create legal uncertainty for transatlantic data flows and negatively affect organizations' participation in the U.S. - EU and Swiss-U.S.

Privacy Shield Frameworks, as the Court of Justice of the European Union (CJEU) invalidated the European Commission’s adequacy decision underlying the USEUPS Framework. Nevertheless, the CJEU’s decision did not relieve U.S. organizations of their obligations under the Framework.

Performance Goal 2.1.1: Supporting the Export of U.S. Goods and Services

Performance Goal Statement: By 2022, using 2017 baseline data, support increased exports of U.S. goods and services by increasing by 50 percent appropriate commercial advocacy for U.S. businesses. (State and USAID)

Key Performance Indicators

Table 29: Number of Annual State Department high-level commercial advocacy efforts to support U.S. export of goods and services

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	40	48	38	44	48
Actual	44	44	34	40	104	106

Indicator Analysis for Table 29: The Department of State is utilizing additional methods for capturing the Department’s commercial advocacy efforts in support of U.S. business. As these efforts are calibrated, it is expected that identified advocacy assistance to U.S. business will continue to exceed targets.

Table 30: Number of U.S. aviation agreements reached or expanded

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	2	2	2	2
Actual	2	2	6	7	2	2

Table 31: The World Bank's Doing Business Trading Across Borders score for partner countries with USAID trade facilitation programming

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	70	70	73	73
Actual	67	71.4	72.8	76.6	77	N/A

Indicator Analysis for Table 31: After publishing *Doing Business 2020*, the World Bank suspended and then terminated the *Doing Business* index. Hence, there is no score data to report for FY 2021.

Performance Goal 2.1.2: Increasing U.S. Digital Exports

Performance Goal Statement: By 2022, support increases in exports of U.S. digital products and services by advocating for regulatory environments that enable cross-border data flows and digital trade, contributing to information and communications technology (ICT) services growing to more than \$70 billion. (State)

Key Performance Indicators

Table 32: Value of information and communications technology services exports

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	\$68 billion	\$73 billion	\$72 billion	\$73 billion
Actual	\$66.1 billion	\$68 billion	\$70.9 billion	\$71.5 billion	\$51.9 billion	\$83.9 billion

Indicator Analysis for Table 32: COVID-19 negatively affected the implementing environment and economic growth writ large in FY 2020; however, the pandemic highlighted the significant need for greater global connectivity. As a result, ICT exports grew in FY 2021 at a greater rate than previously anticipated.

Table 33: Number of companies participating in the U.S.-EU Privacy Shield

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	2,850	4,500	5,000	5,500
Actual	0	2,480	4,000	5,100	5,000	4,000

Indicator Analysis for Table 33: Last year more than 5,400 organizations participated in the Privacy Shield Framework. However, the July 2020 *Schrems II* ruling continues to create legal uncertainty for all transatlantic data flows and negatively affect organizations' participation in the U.S.- EU and Swiss-U.S. Privacy Shield Frameworks. Nevertheless, since the CJEU's decision did not relieve U.S. organizations of their obligations under the U.S. - EU Privacy Shield Framework, the U.S. Department of Commerce continues to administer the Privacy Shield self-certification program.

Table 34: Number of economies participating in the Asia-Pacific Economic Cooperation Cross-Border Privacy Rules (APEC CBPR) Process

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	6	10	12	12
Actual	4	4	8	8	8	9

Indicator Analysis for Table 34: Due to ongoing uncertainty associated with COVID-19, the future of digital trade, and the global supply chain, there was only one new country added to the APEC CBPR system in FY 2021.

Performance Goal 2.1.3: Science, Technology, and Innovation

Performance Goal Statement: By 2022, increase the number of partners engaged with the U.S. to promote and expand cooperation in science, technology, and innovation to boost American prosperity. (State and USAID)

Key Performance Indicators

Table 35: Number of private-sector firms that have improved management practices or technologies as a result of U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	1,574	989	839	21,654
Actual	N/A	2,119	1,443	832	85,081	41,215 ¹²

Indicator Analysis for Table 35: COVID-19 has affected the implementing environment and led to award and activity modifications or redirections. These changes resulted in the actual number of private-sector firms improving their management practices and technologies exceeding targets in FY 2020 and FY 2021. Additionally, several large USAID activities in Armenia, Ukraine, and elsewhere benefited more firms than anticipated via online modalities.

¹² Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 36: Number of countries that participate in State scientific fellowships and exchanges

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	45	45	50	30
Actual	52	48	49	61	0	67

Indicator Analysis for Table 36: In FY 2021, the Embassy Science Fellows program deployed 90 experts to 67 countries around the world. It matched U.S. government technical experts in fields across science, technology, health, environment, and innovation with U.S. Embassies, Consulates, and Missions abroad to complete short-term projects of technical value in partnership with host-government institutions. FY 2021 was a robust year for the program despite limited travel, as evidenced by the increased number of proposals from posts and applicants.

Strategic Objective 2.2: Promote healthy, educated, and productive populations in partner countries to drive inclusive and sustainable development, open new markets, and support U.S. prosperity and security objectives

Strategic Objective Progress Update

- The global COVID-19 pandemic has increased affected firms' appetites for assistance on adapting to structural shifts in demand. In some cases, it opened opportunities for them to take advantage of international supply chain disruptions.
- Many USAIDS field Operating Units (OUs) adapted their activities to focus on newly affected sectors and scaled their outreach virtually. The net effect across the Agency benefited more firms than expected.
- 66 operating units reported gender-based violence (GBV) prevention and response results. Interventions included campaigns to end female genital mutilation and cutting, as well as child, early, and forced marriage. Activities also included efforts to build the capacity of organizations helping survivors; helped to establish safe spaces; and expanded medical, counseling, legal, rehabilitation, and livelihood services for survivors.
- USAID led the process to update the U.S. Government's Strategy to Prevent and Respond to GBV Globally and provided technical assistance to develop the Root Causes Strategy.
- USAID provided technical assistance and managed an active community of practice and learning agenda for 94 activities funded by the former Women's Global Development and Prosperity (W-GDP) Initiative. These activities cumulatively reached 250,398 women by March 2021.
- Despite the challenges presented by the COVID-19 pandemic, USAID and the Department of State provided nearly three million people with first time access to water and/or sanitation services. These services are especially crucial during a pandemic to both reduce transmission of diseases and lower the burden on health care facilities.
- During FY 2021, USAID and the Department of State reached more than 26 million children and youth with basic education programs and supported more than 542 higher education partnerships. These programs provided children and youth—particularly the most marginalized and vulnerable populations—with increased access to high-quality education that is safe and relevant and promotes social well-being. Additionally, the programs enabled children and youth to gain literacy, numeracy, and social-emotional skills that are foundational to future learning and success; provided youth with the skills they need to lead

productive lives, gain employment, and positively contribute to society; and ensured higher education institutions have the capacity to be central actors in development by conducting and applying research, delivering high-quality education, and engaging with communities.

Performance Goal 2.2.1: Resilience and Food Security¹³

Performance Goal Statement: By September 30, 2021, Feed the Future will exhibit an average reduction in the prevalence of poverty by 26 percent and stunting by 35 percent across target regions in Feed the Future’s focus countries since the beginning of the initiative in Fiscal Year (FY) 2010. (USAID)

Key Performance Indicators

Table 37: Value of annual sales of producers and firms that are receiving U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	\$2.34 Billion	\$1.17 Billion
Actual	N/A	N/A	N/A	N/A	\$4.09 Billion	TBD ¹⁴

¹³ Reported as an Agency Priority Goal in FY 2020.

¹⁴ Data collection for this indicator was still in progress at time of publication. The final FY 2021 result will be reported in USAID's FY 2022 Agency Financial Report in November 2022.

Table 38: Number of individuals in the agriculture system who have applied improved management practices or technologies with U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	10.26 million	5.13 million
Actual	N/A	N/A	N/A	N/A	7.9 million	TBD ¹⁵

Table 39: Value of new private-sector investment leveraged by the U.S. Government to support food security and nutrition

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	\$784.00 Million	\$392.00 Million
Actual	N/A	N/A	N/A	N/A	\$281.80 Million	TBD ¹⁶

¹⁵ Data collection for this indicator was still in progress at time of publication. The final FY 2021 result will be reported in USAID's FY 2022 Agency Financial Report in November 2022.

¹⁶ Data collection for this indicator was still in progress at time of publication. The final FY 2021 result will be reported in USAID's FY 2022 Agency Financial Report in November 2022.

Table 40: Number of children under age five reached with nutrition-specific interventions through programs funded by the U.S. Government

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	28.49 Million	14.25 Million
Actual	N/A	N/A	N/A	N/A	26.8 Million	TBD ¹⁷

Table 41: Hectares under improved management practices or technologies that promote improved climate-risk reduction and/or natural-resources management

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	4.51 Million	2.23 Million
Actual	N/A	N/A	N/A	N/A	5.70 Million	TBD ¹⁸

¹⁷ Data collection for this indicator was still in progress at time of publication. The final FY 2021 result will be reported in USAID's FY 2022 Agency Financial Report in November 2022.

¹⁸ Data collection for this indicator was still in progress at time of publication. The final FY 2021 result will be reported in USAID's FY 2022 Agency Financial Report in November 2022.

Table 42: Number of USAID Feed the Future evaluations completed

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: 2 Q2: 2 Q3: 2 Q4: 2	Q1: 2 Q2: 2 Q3: 2 Q4: 2
Actual	N/A	N/A	N/A	N/A	Q1: 7 Q2: 2 Q3: 3 Q4: 4	Q1: N/A Q2: N/A Q3: N/A ¹⁹ Q4: 3

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q1	Complete Evidence-Cycle Strategic Approaches (SAs)	Complete	The Bureau for Resilience and Food Security (RFS) completed the SAs it promotes for Agriculture-Led Growth, Water, Nutrition, and Resilience. The SAs may be iterated during the co-design of the next step, which is the evidence-aggregation process.
FY 2020 Q2	Complete Programmatic Approaches of the Evidence Cycle (PAs)	Complete	RFS finalized the PAs during the Fourth Quarter (Q4). The PAs may be iterated upon during the co-design of the next step, which is the evidence-aggregation process.
FY 2020 Q3	Complete Bureau for Resilience and Food Security/Mission Resilience and Food Security (MRFS) - Feed the Future Strategic Performance Review	Delayed	USAID has paused Strategic Performance Reviews for Missions because of COVID-19. RFS plans to hold a truncated review focused on Mission responses to the coronavirus pandemic.
FY 2020 Q3	Complete the Annual <i>State of Resilience and Food Security (SORFS) Report</i>	Complete	USAID produced a “lite” version of the SORFS in Q1 FY 2021 to inform the RFS Bureau-level strategic review process.

¹⁹ Former APG. Reporting for this indicator discontinued with 2021 change in Administration.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q4	Complete pilot of Feed the Future Country Graduation-Readiness Review	Delayed	It is estimated that the secondary impacts of the COVID-19 pandemic will result in at least 100 million additional people falling into extreme poverty, food insecurity, and chronic hunger. It is expected that these impacts will persist into and beyond FY 2021. Given the evolving dynamics of the pandemic and its anticipated impact on the 12 target countries' economies, the interagency decided not to conduct graduation reviews in FY 2020. The timing of the reviews will be revisited in FY 2022 and will be contingent on the trajectory of the pandemic.
FY 2020 Q4	Disseminate report on methods to measure humanitarian assistance need-averted	Delayed	USAID expects to publish guidance on application of the humanitarian assistance need-averted measurement approach in Q3 FY 2022.
FY 2021 Q1	Aggregate the Evidence Base for Programmatic Approaches for the Evidence Cycle	Ongoing	The Agency selected a partner to implement the evidence aggregate work and to co-design the Statement of Work (SOW) for the Evidence Aggregation for Programmatic Approaches Phase 1 (REAPER1) in Q1 FY 2021. Implementation of REAPER 1 commenced in Q2 FY 2021, and the activity is ongoing.
FY 2021 Q2	Develop interim Analytic Agendas for the Evidence Cycle for Each Center within the Bureau	Complete	Centers and offices provided input to the development of two key outputs: 1) An inventory of priority analytical tasks for which assistance was needed and 2) An inventory of priority modeling exercises to be completed in FY 2022.
FY 2021 Q3	Complete RFS/MRFS Feed the Future Strategic Performance Reviews	Delayed	USAID has paused Strategic Performance Reviews for Missions because of COVID-19. RFS plans to hold a truncated review focused on Mission responses to the coronavirus pandemic.
FY 2021 Q3	Complete the Annual SORFS	Modified	This milestone has evolved. Rather than having a single, Analysis and Learning Division (ALD)-led SORFS presentation, a series of pause and reflect exercises focused on the evidence underpinning the GFSS-R implementation are planned.
FY 2021 Q4	Initiate Feed the Future Annual Country Graduation-Readiness Review	Delayed	USAID will update indicators to reflect global context and revise the scorecards in FY 2022.

Performance Goal 2.2.2: Gender Equality and Women’s Empowerment

Performance Goal Statement: By 2022, achieve parity in participation between women and men in programs that are designed to increase access to economic resources. (State and USAID)

Key Performance Indicators

Table 43: Percentage of female participants in U.S. Government-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	55.42%	55.99%	47.45%	32.32%
Actual	53.55%	52.61%	50.39%	43.96%	41.68%	44.76% ²⁰

Indicator Analysis for Table 43: The FY 2021 target represents the figure at the time these data were pulled and suggests that the target was exceeded in FY 2021. However, a January 2022 extraction of these data from FACTS Info shows a much higher target. Using this new target instead indicates that the actual result fell short of projections by about 7 percent. Most of the Operating Unit (OU) deviation narratives pointed to pandemic-related problems in the operating environment, as well as secondary effects, such as women not being able to participate in programs because their children were attending school virtually.

²⁰ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 44: Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	54.72%	48.80%	65.13%	48.87%
Actual	N/A	41.75%	51.89%	59.25%	71.21%	39.77% ²¹

Indicator Analysis for Table 44: The FY 2021 target reflected here represents the figure at the time these data were pulled and suggests that the target was missed in FY 2021 by around 18 percent. However, a more recent extraction of these data from FACTS Info in January 2022 shows the actual result fell short by somewhat less, around 13 percent. The shortfall is partially attributable to pandemic-related impacts on the implementing environment.

²¹ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Performance Goal 2.2.3: Gender-Based Violence

Performance Goal Statement: By 2022, increase the number of people reached by U.S. Government-funded interventions providing gender-based violence (GBV) services (with 2016 as the baseline). (State and USAID)

Key Performance Indicators

Table 45: Number of people reached by a U.S. Government-funded intervention providing GBV services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	843,156	2.058 Million	2.032 Million	2.452 Million
Actual	3.146 Million	4.338 Million	5.050 Million	8.860 Million	5.823 Million	1.683 Million ²²

Indicator Analysis for Table 45: USAID did not achieve its overall FY 2021 target for this indicator because of a series of COVID-19-related disruptions, including staffing constraints, changes in resource allocation, impacts on the implementing environment, and award modifications or redirections. Additionally, conflict situations hindered the delivery of programs and services. Despite these obstacles, some Missions exceeded their FY 2021 targets. In Azerbaijan, the loosening of COVID-19 restrictions prompted GBV survivors to get psychosocial and legal counseling. In Honduras, USAID helped more survivors through increased partnerships with women's associations and UNICEF. Additional COVID-19-related rapid-response grants increased the number of female survivors seeking counseling services and legal help in the Kyrgyz Republic.

²² Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 46: Number of legal instruments drafted, proposed, or adopted with U.S. Government assistance designed to improve prevention of or response to sexual and gender-based violence at the national or sub-national level

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	61	86	74	30
Actual	2	47	56	77	173	30 ²³

Performance Goal 2.2.4: Improved Learning in Primary Grades

Performance Goal Statement: By 2022, the percentage of children and young people at the end of primary school achieving at least a minimum proficiency level in reading and math will increase in at least 10 countries. (USAID)

Key Performance Indicators

Table 47: Number of countries with improved learning in primary grades

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	2	4	6	8
Actual	N/A	N/A	N/A	4	4	8 ²⁴

²³ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

²⁴ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 48: Number of learners in primary schools or equivalent non-school-based settings reached with U.S. Government education assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	23.389 Million	30.651 Million	33.759 Million	26.607 Million
Actual	20.004 Million	25.259 Million	35.095 Million	32.643 Million	24.039 Million	23.852 Million ²⁵

Indicator Analysis for Table 48: COVID-19 affected the implementing environment resulting in the U.S. government reaching fewer learners relative to the target in FY 2021.

²⁵ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Performance Goal 2.2.5: Supporting Growth of Private Firms

Performance Goal Statement: By 2022, increase sales and employment of 25,000 firms through technical assistance to improve business performance. (USAID)

Key Performance Indicators

Table 49: Number of firms receiving U.S. Government-funded technical assistance for improving business performance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	14,471	98,959	54,927	34,463
Actual	1,614	71,347	99,546	115,615	138,993	80,242 ²⁶

Indicator Analysis for Table 49: COVID-19 affected the implementing environment and led to changes in resource allocation and award modifications or redirections resulting in U.S. government-funded technical assistance designed to improve business performance reaching more firms than initially targeted in FY 2021. USAID activities in Colombia, Egypt, the Philippines, Sri Lanka, Tajikistan, Tunisia, and Latin America were able to outperform targets due to a combination of high demand and successful adoption of virtual modalities.

²⁶ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 50: Full-time-equivalent employment of firms assisted under U.S. Government programs

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	7,483	18,764	26,592	52,089
Actual	21,259	25,002	19,345	19,092	56,072	214,440 ²⁷

Indicator Analysis for Table 50: COVID-19 affected the implementing environment and led to award (or activity) modifications or redirections that resulted in a larger-than-expected discrepancy in target achievement. USAID activities in Armenia, the Kyrgyz Republic, Timor-Leste, Tunisia, and Ukraine benefited more firms and employees due to rescoping for pandemic response, increased demand in target sectors due to pandemic-related supply chain disruptions and adopting virtual modalities.

²⁷ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Performance Goal 2.2.6: Sustainable Environmental Practices

Performance Goal Statement: By 2022, partner institutions and individuals adopt sustainable environmental practices, resulting in improved health and economic outcomes. (State and USAID)

Key Performance Indicators

Table 51: Number of people gaining access to basic drinking water services as a result of U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	3.114 Million	2.888 Million	2.231 Million
Actual	N/A	N/A	N/A	2.562 Million	2.231 Million	2.136 Million ²⁸

Table 52: Number of people gaining access to a basic sanitation service because of U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	7.333 Million	8.506 Million	3.264 Million	1.411 Million
Actual	2.964 Million	1.554 Million	3.066 Million	3.601 Million	3.227 Million	2.861 Million ²⁹

²⁸ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

²⁹ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Indicator Analysis for Table 52: The FY 2021 target was set conservatively in response to the COVID-19 pandemic. Despite the pandemic's unique challenges, activities were successful in delivering first time sanitation services to more than 2.5 million people.

Table 53: Number of people with improved economic benefits derived from sustainable natural-resource management and/or biodiversity conservation because of U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	544,522	883,988	885,106	980,070
Actual	1.429M	363,863	585,555	810,471	511,965	827,323 ³⁰

Indicator Analysis for Table 53: FY 2021 actuals likely underestimate final values as PPR data were not available for all Operating Units at the time of reporting. In addition, four Operating Units responsible for half of the FY 2021 target reported a larger-than-expected discrepancy in target achievement. COVID-19 affected implementation in several programs and one of these four experienced a delay in land rights devolution, a precondition to improved management.

³⁰ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 54: Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of U.S. Government sustainable landscapes activities

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	24,800	100,315	736,505	1.694 Million
Actual	13,870	59,493	174,410	372,763	2.283 Million	1.486 Million ³¹

Indicator Analysis for Table 54: COVID-19 affected the implementing environment resulting in fewer people receiving livelihood co-benefits relative to the target in FY 2021.

Table 55: Number of countries that have positive engagements on strategically addressing air pollution with the U.S. Government

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	2	8	50	50
Actual	N/A	0	1	48	65	73

Indicator Analysis for Table 55: In retrospect, the target for FY 2021 was set too low. This indicator is additive: once the USG engages on air quality, the issue rarely drops from bilateral engagement.

³¹ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Strategic Objective 2.3: Advance U.S. economic security by promoting market-oriented economic and governance reforms, combating corruption, and ensuring energy security.

Strategic Objective Progress Update

- The Department of State and USAID worked to improve energy security of the United States, its allies, and partners; combated corruption globally; and promoted fiscal transparency around the world so that U.S. citizens and businesses face a level playing field and market-oriented economic governance advances.
- The Department and USAID supported allies and partners in their efforts to diversify the routes and sources of energy, particularly in ways that contribute to clean-energy transition that meet the climate challenge. Key areas of focus included renewables, nuclear, energy efficiency, and secure sustainable critical minerals supply chains needed for the technologies used in the transition, including electric vehicles, and battery storage.
- The Department and USAID worked bilaterally and multilaterally to strengthen the capacity of foreign governments to investigate, prosecute, and adjudicate public and private-sector corruption. The Department provided technical assistance, mentorship, and skills training to investigators and prosecutors in countries across the globe who are working on high-profile, transnational cases.
- The Department continued its leading role in the OECD Working Group on Bribery (WGB), eliciting broader and deeper participation by key partners and additional countries in the WGB, with a focus on examining implementation, scrutinizing members' detection and prosecution of foreign bribery cases, and pursuing the inclusion of large emerging economies that have been identified as key strategic partners. U.S. efforts led to the 2021 Anti-Bribery Recommendation's adoption by the OECD Council in November 2021 and puts in place new measures to reinforce the efforts of parties to the OECD Anti-Bribery Convention to prevent, detect and investigate foreign bribery.
- The United States strengthened the minimum requirements of fiscal transparency as identified in the State Department's Fiscal Transparency Report (FTR) and aided improve economic governance and transparency in public financial management, including through the Department's Fiscal Transparency Innovation Fund (FTIF). In the 2021 FTR, The Gambia and Nigeria met minimum fiscal transparency requirements for the first time.
- USAID supported renewable-energy auctions around the world to facilitate competitive renewable-energy price setting, lower costs, expand access to affordable and sustainable energy, and increase transparency of energy procurement. USAID helped

Colombia prepare for, design, and implement auctions that achieved historically low prices for renewable energy. These projects will attract more than \$2 billion in private investment and are expected to create 4,700 jobs and new business opportunities in a region hit hard by climate change.

- USAID established an Anti-Corruption Task Force (ACTF) in June 2021 to elevate and integrate anti-corruption across USAID’s programming, policy engagement, and public outreach. The ACTF supports a set of bold, multifaceted anti-corruption initiatives including a new anti-corruption response fund.

Performance Goal 2.3.1: Increased Energy Exports, Security, and Access

Performance Goal Statement: By 2022, promote an increase in U.S. energy exports and achieve for the United States, its allies, and partners increased energy security and access to diversified, affordable, and reliable energy sources. (State and USAID)

Key Performance Indicators

Table 56: Number of beneficiaries with improved energy services due to USG assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	8.689 million	2.929 million	10 million	10.881 million
Actual	11.189 million	9.210 million	9.500 million	15.774 million	49.689 million	515,989 ³²

Indicator Analysis for Table 56: Targets were not met because of delays in completing the installation of generation units 5 and 6 under the Mangla Dam Rehabilitation Project, which was originally scheduled to end by August/September 2021 but was rescheduled to January 2022. The delays were due to the complex nature of the project where major equipment was replaced with brand new equipment in a 50-year-old power plant. Several unexpected calibration issues surfaced and were successfully resolved taking

³² Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

additional time. Separately, two projects set their FY 2021 target as a preliminary estimate before activities officially started. Most of the activities are scheduled to be implemented in October 2021 or the first quarter of FY 2022; hence no result is reported this year. Targets for the following years will be refined based on their actual work plans.

Table 57: Value of U.S. exports of 1) energy resources, 2) energy-sector services, and 3) energy technologies, including future contracted sales that are supported by State and USAID efforts

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	\$5 billion	\$7 billion	\$8 billion	\$10 billion
Actual	N/A	\$3.374 billion	\$5.175 billion	\$13.823 billion	\$8.0 billion	\$19.192 billion

Indicator Analysis for Table 57: Actual value of U.S. exports surpassed targets largely due to increases in energy commodities related to liquified natural gas (LNG) sales where the State Department was substantially involved in advocacy of import infrastructure and/or energy sales. This includes energy sales to the People’s Republic of China as part of the Phase One trade deal that increased relative to a FY 2019 baseline. Targets assumed that the People’s Republic of China’s severe underperformance on adhering to the deal would continue and values of exports were supported by the increase in energy commodity prices in 2021.

Table 58: Amount of investment mobilized (in US\$) for energy projects (including clean energy) as supported by U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	\$7.613 billion	\$5.749 billion	\$8.357 billion	\$1.729 billion
Actual	N/A	\$7.634 billion	\$5.999 billion	\$3.324 billion	\$4.865 billion	\$3.538 billion ³³

Indicator Analysis for Table 58: When setting the FY 2021 target, it was not anticipated that the Kholongchhu project would mature in FY 2021. The project is a joint venture between India and Bhutan, with 50:50 investments of \$602 million. Through the South Asia Regional Initiative / Energy activity USAID helped mobilize this private-sector investment by informing policies, developing regulatory frameworks, strengthening institutions, and building the capacity of key stakeholders on all aspects related to cross-border power trade and regional power markets.

The strong performance against this indicator is also a result from USAID's Clean Power Activity. With the announcement of Vietnam's distributed photovoltaic (DPV) policy in early FY 2020, it was expected that higher investment would be made during the final quarter of the policy's lifespan. The FY 2021 targets were revised during the FY 2020 PPR to comply with this expectation. However, an unpredictably high number of clean energy projects achieved commercial operation as an incentive under the DPV policy whereby projects reaching commercial operations by December 2020 became eligible to receive a tariff waiver.

Another reason actual investment for energy projects beat FY 2021 targets is attributed to the 100MW Redstone Concentrated Solar Power project reaching financial closure ahead of schedule. Due to errors with pushing data from DIS to FACTS Info for the FY 2020 PPR, the FY 2021 target was set as zero for Redstone Concentrated Solar Power project. The actual FY 2021 target was 1,436,600,000 which results in a deviation of 11.5 percent.

³³ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 59: Clean energy generation capacity supported by U.S. Government assistance that has achieved financial closure

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	13,812	8,325	13,029	3,671
Actual	3,642	5,094	7,895	14,436	8,098	12,559 ³⁴

Indicator Analysis for Table 59: Actual energy generation capacity exceeded the FY 2021 target due to the PACE D 2.0 activity. The activity was able to help Jharkhand Bijli Vitran Nigam Limited (JBVL), the largest Distribution Company of Jharkhand State, issue the tender for a new 25 MW distributed solar project for the state of Jharkhand. The initial design called for a 5 MW distributed solar project, but that figure was adjusted upward to 25 MW.

USAID Clean Power Asia surpassed targets due to the additional MWs that were installed as part of the Distributed photovoltaic (DPV) policy in Vietnam. The announcement of this policy in 2020 accelerated the number of MW of rooftop solar systems achieving financial closure through December 2020 (first quarter of FY 2021).

The FY 2021 target was revised in the FY 2020 PPR to align with the expectation that more MW would be deployed in the last month (December 2020) of the policy. However, there was still an unpredictably high number of MW achieving financial closure and commercial operation. The DPV policy that drove the financial closure and installation included a condition that only projects reaching commercial operations by December 2020 would be eligible to receive a tariff waiver. As a result, many developers expedited their projected financial closure and installation to beat the deadline, boosting the total MWs deployed for this rating period in the process.

³⁴ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 60: Number of energy-sector laws, policies, regulations, or standards formally proposed, adopted, or implemented as supported by U.S. Government assistance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	167	213	240	198
Actual	474	427	235	317	254	208 ³⁵

Table 61: Number of countries that improved their energy infrastructure to reduce their vulnerabilities to a dominant gas supplier or to reduce dependence on an oil subsidy scheme, or reduced their oil imports supplied through foreign subsidy schemes supported by State and USAID efforts (from a 2016 baseline)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	2	4	6	10
Actual	N/A	N/A	1	5	9	10

³⁵ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Performance Goal 2.3.2: Prevent and Combat Corruption

Performance Goal Statement: Through 2022, prevent and combat corruption and its role in related criminal activity by strengthening other countries' commitment and capacity to address it through increased anti-corruption training and anti-corruption measures. (State and USAID)

Key Performance Indicators

Table 62: Number of government officials receiving U.S. Government-supported anti-corruption training

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	10,036	10,753	20,000	21,268
Actual	11,289	13,991	15,804	38,800	29,488	57,249 ³⁶

Indicator Analysis for Table 62: COVID-19 affected the implementing environment resulting in more government officials receiving anti-corruption training relative to the FY 2021 target.

³⁶ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 63: Number of people affiliated with NGOs receiving U.S. Government -supported anti-corruption training

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	13,814	12,125	12,000	5,482
Actual	4,689	15,127	15,875	13,613	7,556	16,464 ³⁷

Indicator Analysis for Table 63: COVID-19 affected the implementing environment resulting in more people affiliated with NGOs receiving anti-corruption training relative to the FY 2021 target.

Table 64: Number of anti-corruption measures proposed, adopted, or implemented due to U.S. Government assistance, to include laws, policies, or procedures.

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	125	400	400	428
Actual	163	331	704	973	56	277 ³⁸

Indicator Analysis for Table 64: COVID-19 affected the implementing environment resulting in fewer anti-corruption measures being proposed, adopted, or implemented relative to the FY 2021 target.

³⁷ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

³⁸ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Performance Goal 2.3.3: Improve Fiscal Transparency

Performance Goal Statement: By 2022, through assistance to central governments or non-governmental organizations, improve fiscal transparency in at least five countries assessed as not meeting the minimum requirements under the fiscal transparency review process. (State and USAID)

Key Performance Indicator

Table 65: Number of target countries with new Fiscal Transparency Innovation Fund projects

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	7	7	12	15
Actual	10	12	12	14	15	13

Indicator Analysis for Table 65: Pandemic-related challenges caused staffing constraints and adversely affected the implementing environment, resulting in fewer countries initiating new Fiscal Transparency Innovation Fund projects. Additionally, several potential implementing partners experienced limited capacity resulting in projects being modified or canceled. In some cases where host-government buy-in was essential, government partners lost interest or the political will to pursue projects.

Strategic Goal 3: Promote American Leadership through Balanced Engagement

Strategic Objective 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners

Strategic Objective Progress Update

- Missions developing Strategic Transition Country Development Cooperation Strategies (CDCSs) reflect countries that exhibit relatively advanced levels of commitment and capacity to address development challenges. In many of these countries, traditional forms of assistance and the traditional donor-recipient relationship may no longer be appropriate. Each of these CDCSs draw on data and evidence to identify how traditional forms of assistance can transition to new business models and use advanced modalities based on specific areas of advanced capacity and commitment.
- In early FY 2021, USAID approved all Strategic Transition CDCSs.
- State and USAID engaged on setting priorities for countries that are undergoing Strategic Transitions. These CDCSs highlight aspirational changes to the diplomatic relationships over the course of their strategies, primarily to relationships based on shared economic and security concerns around countering coercive actors.
- Throughout FY 2021, USAID engaged with the rest of the U.S. government, host-country governments, and civil society to further define the unique nature of each partnership within the context of the ongoing broader bilateral relationship.

Performance Goal 3.1.1: Country-Level Self-Reliance

Performance Goal Statement: By 2022, all USAID Country Development Cooperation Strategies (CDCSs) will address ways to strengthen partner country capacity to further its self-reliance. (USAID)

Key Performance Indicators

Table 66: Percentage of USAID Country Development Cooperation Strategies that include a Development Objective, Intermediate Result, Sub-Intermediate Result, or transition section that addresses ways to strengthen host-country capacity to further its self-reliance

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	15.87%	82.5%	100%
Actual	N/A	N/A	3.17%	14.29%	64%	87%

Indicator Analysis for Table 66: In FY 2021, the Agency approved 23 CDCSs, bringing the cumulative total to 47 out of 53 approved by January 2021. The remaining 6 strategies were delayed by COVID-19-related staffing constraints that affected planning schedules. Note that the original goal was to include information described in this indicator in 63 CDCS documents, but the USAID offices in ten of these countries developed alternative strategic documents instead of standard CDCSs. As a result, those ten countries are not accounted for in the table.

Strategic Objective 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden sharing

Strategic Objective Progress Update

- Efforts to increase the donor base for humanitarian assistance continued at all levels in USAID and the Department of State. The United States joined several high-level events on crises including Northern Ethiopia, Afghanistan, Venezuela, the Northern Triangle response, and others to raise awareness and seek needed funding. For example, U.S. leadership engagement helped to raise \$2.35 billion at the 2021 International Donors Conference in Solidarity with Venezuelan Refugees and Migration, a 45 percent increase from last year with seven new donors. The United States also engaged other key donor governments in high-level and working-level joint strategic dialogues on expanding the donor base.
- In 2021, the United States negotiated issues including the scales of assessment for both the UN regular budget and the UN peacekeeping budget in the United Nations Fifth Committee. The Department and U.S. Mission to the United Nations (USUN) achieved the top U.S. priority of preserving the 22 percent ceiling for the regular budget scale, which reduces both the U.S. regular and peacekeeping assessment rates by 6.6 percentage points. The U.S. peacekeeping assessment rate for the 2022-2024 period decreased by roughly 1 percentage point from 27.9 percent to 26.9 percent. Absent the 22 percent ceiling, the U.S. regular budget assessment rate would be over 28 percent, and the U.S. peacekeeping assessment rate would be over 33 percent. The 22 percent ceiling shifted nearly \$600 million in assessments annually from the United States to other countries. The reduction of the U.S. peacekeeping assessment rate to 26.9 percent shifted roughly \$60 million to other countries.

Performance Goal 3.2.1: Multilateral Engagement

Performance Goal Statement: By 2022, U.S. contributions as a percentage of total funding support for international organizations are reduced below 2017 levels. (State)

Key Performance Indicators

Table 67: United Nations peacekeeping rate of assessment

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	28.4%	25%	25%	25%
Actual	28.6%	28.5%	28.4%	27.9%	27.9%	27.9%

Indicator Analysis for Table 67: Peacekeeping rate assessment negotiations occur every three years, so the next change (negotiated in FY 2021) will occur in FY 2022.

Performance Goal 3.2.2: Burden Sharing in Humanitarian Funding

Performance Goal Statement: By 2022, through routine and robust engagement with donors and key stakeholders, advocate for increased burden sharing in the global humanitarian response. (State and USAID)

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020	Develop measurement tools and a data-collection approach to track engagement, including identifying bilateral and multilateral meetings (e.g., UN General Assembly, Security Council, Executive Boards, and others) that present prime opportunities to engage with donors; identifying the most appropriate interlocutors to engage; developing and coordinating messaging; and integrating burden-sharing messaging as a priority in U.S. government engagements in these fora.	Complete	The Donor Outreach Plan includes various burden-sharing goals for U.S. engagement, supplemented with semiannual analysis to support data collection and track engagement, as well as a calendar of burden-sharing opportunities. During FY 2020, State and USAID officials incorporated burden-sharing objectives into official statements in various fora, including the UN Security Council, and resolutions adopted by the UNGA, U.S. participation in governing boards, and donor conferences, resulting in increased humanitarian contributions from several target donors.
FY 2020 Q3	Provide an update to the Humanitarian Assistance Steering Council leadership on progress toward improved donor burden sharing.	Complete	The June 2020 update to the HASC leadership showed progress made toward improved burden sharing. The U.S. relative share of international humanitarian assistance slightly decreased from 30.5 percent in CY 2017 to 30.2 percent in CY 2019.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021	<p>Assess progress in FY 2020 using agreed upon objective measurement tools and based on lessons learned and guidance from members of the Humanitarian Assistance Steering Council (HASC).</p> <p>Expand engagement around donor burden sharing for humanitarian assistance as a priority objective in bilateral and multilateral meetings, at all levels, including with Executive Boards or other relevant governing bodies of Public International Organizations, focused on coordinating efforts with other top humanitarian donors and engaging with those member states identified with potential to provide more support.</p>	Complete	<p>The semi-annual HASC Burden-Sharing Analysis document was developed in December 2020 to assess progress in FY 2020.</p> <p>The HASC Donor Outreach Plan was updated in October 2020 to help maximize results by promoting more high-level bilateral and multilateral engagement with key countries that have a history of providing significant humanitarian assistance but “underperformed” in 2020.</p> <p>In 2020 and 2021, the USG actively engaged emerging Gulf donors, including the UAE, Qatar, and Saudi Arabia.</p> <p>USAID and State are looking at emerging donors and the private sector as a primary initiative for the USG, as demarches do not consistently yield better results. When engaging emerging donors, we are actively considering what drives their funding decisions, their funding timelines, and their economic and political priorities.</p>
FY 2021 Q3	Provide an update to Humanitarian Assistance Steering Council leadership on progress towards improved donor burden sharing.	Paused	<p>Efforts to increase the donor base for humanitarian assistance continue for all crises including, Northern Ethiopia, Afghanistan, the Northern Triangle response, and others. In addition, the United States has also engaged other key donor governments in high-level and working-level joint strategic dialogues on expanding the donor base. Relevant bureaus in both State and USAID have consulted on these efforts.</p>

Strategic Objective 3.3: Increase partnerships with the private sector and civil-society organizations to mobilize support and resources and shape foreign public opinion

Strategic Objective Progress Update

- The Department of State and USAID continued to find solutions to pandemic-related challenges in their engagement with civil society and the private sector in implementing U.S. policy overseas.
- The Department of State utilized virtual and hybrid forms of public diplomacy programming to maintain a high level of foreign public engagement. USG-funded and managed people-to-people exchanges, and American Spaces surpassed their targets with virtual and blended public engagement programs.
- USAID's Private Sector Engagement Hub and Local, Faith and Transformative Partnerships Hub became operational in November 2020 with the creation of the new Bureau of Development, Democracy, and Innovation. These Operating Units furthered USAID's abilities to partner with the private sector, as well as other nontraditional and diverse actors.
- USAID designed and launched WorkwithUSAID.org, a site that helps prospective and existing partners access innovative tools and resources to help them better compete for funding.
- The International Development Finance Corporation's (DFC) Mission Transaction Unit (MTU) continued to support the development of a USAID-led pipeline of DFC transactions. In the first full fiscal year of partnership with DFC, USAID sponsored 28 DFC-implemented transactions totaling \$355 million in DFC commitments. The transactions will mobilize up to \$573 million in guaranteed private capital and provide up to \$67 million in direct lending from DFC to meet USAID development objectives.
- State-DRL implementing partners trained 23,287 human rights defenders and 1,008 organizations in highly volatile sociopolitical environments around the world during the current fiscal year. Additionally, DRL implementing partners provided advocacy support to 400 civil-society organizations for a variety of causes.

Performance Goal 3.3.1: Increased Collaboration

Performance Goal Statement: By 2022, increase partnerships with the private and public sectors to promote shared goals, leverage resources, and utilize expertise for more sustainable results. (State and USAID)

Key Performance Indicators

Table 68: Resource commitments by non-U.S. Government public and private entities in support of U.S. foreign policy goals (in USD)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	\$28.900 billion	\$28.900 billion	\$55.300 billion	\$56.400 billion
Actual	\$28.416 billion	\$25.300 billion	\$55.700 billion	\$54.200 billion	\$56.364 billion	\$85.064 billion

Indicator Analysis for Table 68: The indicator reflects the total value of the expected commitments for all active partnerships within the designated fiscal year. These figures do not represent new resource commitments each fiscal year. Two partnerships, Gavi, the Vaccine Alliance and the USAID Neglected Tropical Disease (NTD) Program and Pharmaceutical Companies Partnership, represent over \$76 billion of the total lifetime non-USG partner commitments reported under this indicator. The primary reason the actual result surpassed the FY 2021 target is due to a substantial increase in the commitments reported under Gavi. Resource commitments for the Gavi partnership were driven in part by the COVID-19 pandemic. An equal rate of growth for this metric should not be assumed in out-years.

Table 69: Number of civil-society organizations (CSOs) receiving U.S. Government assistance engaged in advocacy interventions

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	5,755	6,021	5,807	5,248
Actual	5,158	7,524	7,696	7,537	7,012 ³⁹	5,563 ⁴⁰

Table 70: Number of U.S. school communities (K-12 schools, colleges, and universities), businesses, and other private-sector organizations in support of USG-funded diplomatic exchange programs

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	29,766	29,766	10,000	10,000
Actual	29,082	29,206	31,334	29,070	15,177	23,897

Indicator Analysis for Table 70: Though the FY 2021 target was reduced to account for COVID-19 impacts, renewed and innovative efforts to implement USG-funded and private sector (J1) exchange programs brought increased opportunities to connect with businesses and other non-government partners.

³⁹ Updated with data finalized after publication of the FY 2020 APR.

⁴⁰ Data collection for this indicator was still in progress at time of publication. The FY 2021 result represents incomplete data. Final data will be available Spring 2022.

Table 71: Percent of participants reporting ability to apply digital skills learned at TechCamp to their work.

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	90%	95%	85%	90%
Actual	80.79%	84.58%	92%	97%	N/A	N/A

Indicator Analysis for Table 71: [Due to COVID-19](#) impacts, this hands-on program, carried out at overseas posts, was postponed repeatedly for public health concerns so no survey data were available in 2021 to complete this reporting.

Performance Goal 3.3.2: Favorability of Foreign Publics

Performance Goal Statement: By 2022, increase approval of United States Government policies among influential foreign publics. (State)

Key Performance Indicators

Table 72: Visitors to exchange program events, U.S. educational advising, cultural offerings, information sessions and professional networking opportunities at American Spaces

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	12.9 million	70.3 million	30 million	30 million
Actual	40.4 million	58.9 million	68.3 million	66.7 million	37.7 million	50.2 million

Indicator Analysis for Table 72: The original target for FY 2020 was reduced to account for COVID-19 impacts on the program’s operating environment. The challenging operating environment notwithstanding, American Spaces surpassed expectations for virtual and blended engagement of host-nation audiences as evidenced by the FY 2021 result of 50.2 million visitors.

Table 73: Percent of U.S. Government-sponsored foreign exchange program participants who report a more favorable view of the American people

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	90%	90%	90%	85%
Actual	87.75%	93.45%	89%	N/A	N/A	N/A

Indicator Analysis for Table 73: In FY 2019, ECA's survey system was unexpectedly eliminated, and the bureau no longer had access to reliable, organization-wide data. Between FYs 2020 and 2021, ECA developed and piloted the MODE Framework, but the data have yet to come in for that timeframe. COVID-19 impacts triggered necessary programmatic modifications, causing significant delays in piloting many of the exchanges The Department of State should have data for this indicator for FY 2022, meaning ECA will see progress measured against this indicator in the following fiscal year.

Performance Goal 3.3.3: Private-Sector Engagement⁴¹

Performance Goal Statement: By September 30, 2021, 100 percent of USAID Missions will have a Private-Sector Engagement (PSE) Plan in place that integrates country-specific PSE approaches into programming and operations, and 90 percent of USAID Missions will demonstrate action taken in line with their PSE Plans. (USAID)

Key Performance Indicators

Table 74: Number of staff trained on the principles of Private-Sector Engagement (PSE)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: 40 Q2: 49 Q3: 49 Q4: 49	Q1: 50 Q2: 50 Q3: 50 Q4: 50
Actual	N/A	N/A	N/A	N/A	Q1: 83 Q2: 75 Q3: 0 Q4: 23	Q1: 24 Q2: 49 Q3: 51 Q4: 36

Indicator Analysis for Table 74:

- The targets were based on the expected two training sessions per quarter. The PSE Hub offers additional “on-demand” training sessions tailored to Missions or OUs.
- To protect the health and safety of USAID staff during the COVID-19 pandemic, the PSE Hub canceled its planned FY 2020 Q3 training sessions and resumed them in a limited virtual form in FY 2020 Q4. In FY 2021, training sessions continued to be held primarily virtually.
- These challenges have resulted in fewer training participants and synchronous training sessions than originally anticipated.

⁴¹ Reported as an Agency Priority Goal in FY 2020.

- Though the data are not counted by this indicator, in FY 2021 the Private Sector Engagement and Partnerships Pre-requisite course was embedded into USAID staff onboarding and was added to the USAID University training queue of all staff who have not yet completed it. The prerequisite course for PSE 101 is now part of the New Employee Orientation process.

Table 75: Percent of staff who “agree” or “strongly agree” that their OU adheres to USAID’s PSE Policy

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	63%	68%
Actual	N/A	N/A	N/A	N/A	67%	68%

Table 76: Percent of Missions that report multiple active partnerships with the private sector

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	80%	83%
Actual	N/A	N/A	N/A	N/A	74%	68%

Indicator Analysis for Table 76: A number of ongoing partnerships ended in FY 2020, which resulted in a lower actual result than the target for FY 2021. Missions continue to actively explore partnership opportunities to establish new public-private partnerships.

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020, Q1	Compliance: 100 percent of USAID's Missions, Bureaus, and Independent Offices (M/B/IOs) have designated PSE Points of Contact (POCs)	Complete	The full list of USAID PSE Points of Contact is available here . Designating PSE POCs facilitates external engagement with each Mission and Bureau and serves as team leads for the implementation of the PSE Policy.
FY 2020, Q1	Cultural Shift: Launch the PSE Knowledge-Exchange, a listserv that enables peer-to-peer exchange of best practices, crowdsourcing answers to questions, and the sharing of opportunities with private firms	Complete	Successfully launched the PSE Knowledge-Exchange on October 7, 2019. To date, 453 staff have opted to join the platform and are exchanging resources and information actively.
FY 2020, Q2	Compliance: 97 percent of Missions have a plan in place for putting the PSE Policy into practice (submitted to the PSE Team)	Complete	All Missions have submitted PSE Action Plans to put the PSE Policy into practice.
FY 2020, Q2	Learning: Complete PSE Evidence-Gap Map	Complete	Completed design in Q2 and launched the Evidence Gap Map for use in Q3.
FY 2020, Q3	Integration: Develop and launch a PSE Indicator Handbook to help USAID's OUs integrate PSE better into their approaches to monitoring, evaluation, and learning	Complete	The updated FY 2021 Standardized Program Structure and Definitions (SPSD) includes a new PSE cross cutting area and three new sector-agnostic PSE indicators aimed at measuring the breadth of PSE. These indicators are meant to serve as a foundation for the development of Mission/Bureau/Independent Office and activity PSE monitoring frameworks, complementing SPSPD outcome indicators.
FY 2020, Q4	Integration: Review all Missions' CDCSs for the integration of PSE	Complete	The PSE Hub has reviewed all CDCSs in development and will continue to support Missions' work in integrating PSE into country and regional strategies.
FY 2020, Q4	Knowledge/Awareness: Hold a PSE Forum that brings together staff and the private sector to build skills, exchange good practices, and support an Agency community of PSE Champions	Postponed	USAID postponed the PSE Forum for 2020 because of health and safety concerns related to COVID-19. Although the PSE Forum was postponed, the Agency continues to hold virtual quarterly PSE calls for internal staff to share information and approaches.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021, Q1	Learning: Update the PSE Evidence-Gap Map (as part of the update to the PSE Evidence and Learning Plan)	Complete	106 new sources of evidence on PSE were uploaded and mapped in the PSE Evidence Gap Map in FY 2021 Q1. Additional documents and sources of evidence are currently being identified for addition to the repository.
FY 2021, Q2	Action: M/B/IOs take stock of their efforts in PSE, and update their PSE Plans accordingly	Complete	Several Missions, Bureaus, and Independent Offices have taken steps to update their PSE Action Plans.
FY 2021, Q3	Learning: Conduct and complete a PSE failure-risk analysis	Complete	This report was renamed the “USAID PSE Process Analysis.” It has been finalized and will be published to the Development Experience Clearinghouse (DEC).
FY 2021, Q4	Action: All Missions demonstrate concrete actions taken in line with their PSE Plans	In Progress	Through the PSE action planning process and internal data reporting procedures, 91 percent of Missions indicated that they had completed or are in the process of completing PSE actions.

Strategic Objective 3.4: Project American values and leadership by preventing the spread of disease and providing humanitarian relief

Strategic Objective Progress Update

- The number of people affected by humanitarian crises continues to grow with more than 1 percent of the world’s population forcibly displaced, outpacing the funding available to respond to the needs.
- USAID’s Bureau for Humanitarian Assistance (BHA) and the Department of State’s Bureau of Population, Refugees, and Migration (PRM) prioritized their funding for the most vulnerable populations and continued to advocate for increased emergency response funding from other donors.
- In FY 2021, BHA and PRM provided a combined total of nearly \$13 billion in humanitarian assistance. [BHA](#) responded to 82 crises in 68 countries, providing \$8 billion to help people affected by disasters and conflict, deliver emergency food assistance to refugees, and give communities tools they need to be resilient to future crises. [PRM](#) provided \$4.95 billion to support

protection, assistance, and solutions for forcibly displaced or stateless persons, victims of conflict, and vulnerable migrants in over 108 countries, including addressing COVID-19 impacts, and supporting [Operation Allies Welcome](#) (OAW).

- Increasingly complex operating environments affected U.S. government humanitarian partners' abilities to access populations in need. Working with interagency colleagues, BHA and PRM implemented procedural and structural changes to help manage the increased risk environment.
- PEPFAR adapted programming throughout COVID-19, increasing the number of people living with HIV receiving life-saving anti-retroviral treatments (ART) to nearly 19 million, an increase of 1.7 million from last year. PEPFAR programming also increased the number of voluntary medical circumcisions to prevent HIV infections among men to 27.7 million, an increase of 2.4 million from last year.
- USAID continued to invest in areas disproportionately affected by elevated numbers for child mortality; in Sub-Saharan Africa and South Asia that contribute 54 percent and 28 percent to global under five (U5) mortality (2020) respectively. Since 2015, the 25 maternal and child health and nutrition (MCHN) priority countries have been at or above the target of 2 percent decrease in U5 mortality. With the COVID-19 pandemic, the average across the priority countries fell slightly to 1.8 percent in FY 2020 and FY 2021.

Performance Goal 3.4.1: Preventing Maternal and Child Health Deaths⁴²

Performance Goal Statement: By September 30, 2021, U.S. global leadership and assistance to prevent child and maternal deaths will contribute to an average annual reduction in under-five mortality of two deaths per 1,000 live births in 25⁴³ U.S. Government priority countries.⁴⁴ (USAID)

⁴² Reported as an Agency Priority Goal in FY 2020.

⁴³ The 25 U.S Government maternal and child health priority countries are the following: Afghanistan, Bangladesh, Burma, Democratic Republic of Congo, Ethiopia, Ghana, Haiti, India, Indonesia, Kenya, Liberia, Madagascar, Malawi, Mali, Mozambique, Nepal, Nigeria, Pakistan, Rwanda, Senegal, South Sudan, Tanzania, Uganda, Yemen, and Zambia

⁴⁴ As compared with data from 2017.

Key Performance Indicators

Table 77: Absolute change in the under-five mortality rate (decrease per 1,000 live births)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	-1.5	-2	-2	-2	-2	-2
Actual	-2.1	-2.1	-2	-2	-1.8	-1.8

Table 78: Absolute change in the prevalence rate of modern contraceptives

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	+1%	+1%	+1%	+1%	+1%	+1%
Actual	+0.9%	+0.4%	+0.6%	+0.5%	+0.8%	+0.9%

Table 79: Annual total number of people protected against malaria with insecticide-treated nets

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	62M	72M	77M	85M	97M	110M
Actual	87M	59M	126M	114M	125M	109M

Table 80: Absolute change in total percentage of births delivered in a health facility

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	+1%	+1%	+1%	+1%
Actual	N/A	N/A	+1%	+1.2%	+1.2%	+1.4%

Indicator Analysis for Table 80: The increase in the percent of births delivered in a health facility in USAID priority countries (for preventing child and maternal deaths) is in line with the target. This increase is expected as USAID Missions work with host governments to increase access to and quality of labor and delivery care.

Table 81: Absolute change in total percentage of children who received at least three doses of pneumococcal vaccine by 12 months of age

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	+5%	+1%	+1%	+1%
Actual	N/A	N/A	+2.1%	+4.4%	+4.4%	+1.6%

Indicator Analysis for Table 81: This year the increase was slightly higher than the target (0.016 versus 0.010) and reflects significant increases in high-population countries that have most recently introduced the vaccine, such as India and Indonesia. USAID expects the increase will stabilize around 0.1 per year in the next year or two.

Table 82: Absolute change in the rate of exclusive breastfeeding among children under six months of age

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	+1%	+1%
Actual	N/A	N/A	+1.9%	+1.9%	+1.9%	+1.1%

Table 83: Percent of shipments of contraceptive commodities that are on time

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	Q1: 80% Q2: 80% Q3: 80% Q4: 80%	Q1: 80% Q2: 80% Q3: 80% Q4: 80%	Q1: 80% Q2: 80% Q3: 80% Q4: 80%	Q1: 80% Q2: 80% Q3: 80% Q4: 80%
Actual	N/A	N/A	Q1: 75% Q2: 81% Q3: 84% Q4: 91%	Q1: 93% Q2: 85% Q3: 98% Q4: 95%	Q1: 88% Q2: 92% Q3: 97% Q4: 94%	Q1: 92% Q2: 98% Q3: 100% Q4: 93%

Indicator Analysis for Table 83: The indicator is 13 percent above target. The priority countries were able to keep up high performance despite the COVID-19 pandemic.

Table 84: Percent of shipments of contraceptive commodities that are on time and in full

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	Q1: 80% Q2: 80% Q3: 80% Q4: 80%	Q1: 80% Q2: 80% Q3: 80% Q4: 80%	Q1: 80% Q2: 80% Q3: 80% Q4: 80%	Q1: 80% Q2: 80% Q3: 80% Q4: 80%
Actual	N/A	N/A	Q1: 57% Q2: 74% Q3: 63% Q4: 85%	Q1: 89% Q2: 94% Q3: 87% Q4: 84%	Q1: 81% Q2: 93% Q3: 94% Q4: 93%	Q1: 88% Q2: 95% Q3: 100% Q4: 98%

Indicator Analysis for Table 84: The indicator is 18 percent above target. The priority countries were able to keep up high performance despite the COVID-19 pandemic

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q1	Approve 24 Annual Malaria Operational Plans (MOPs) for the 24 priority Presidential Malaria Initiative (PMI) countries and one sub-region	Complete	The Global Malaria Coordinator delayed the MOP process from the spring to the fall for FY 2019 for modifications, with plans to resume the standard cycle in subsequent years, which reports annually every Fiscal Year during Q1. As such, PMI completed the final reviews for FY 2019 in Q2 of 2020.
FY 2020 Q2	Execute a data-driven review of country performance results across FY 2019	Complete	USAID completed the data-driven review of country performance results for FY 2019.
FY 2020 Q3	Release the <i>Acting on the Call</i> Report for 2020	Complete	USAID released the 2020 Acting on the Call Report on July 14, 2020.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q4	Conduct review of Health Implementation and Operational Plans (Ops) for 25 U.S. government priority countries for MCH	Delayed	GH has conducted reviews of OPs for 23 MCH priority countries. The Mali OP was delayed due to changes in leadership within the country and will be reviewed in a future quarter. Yemen did not receive any FY 2020 health funds, so GH did not review its OP this year. Given the timing of the FY 2020 OP launch, not all the HIPs were available for review as of the end of Q4 2020. Projected completion date is Q2 FY 2021.
FY 2021 Q1	Approve 24 Annual MOPs for the 24 priority PMI countries and one sub-region	Complete	Twenty-seven (27) MOPs were formally approved by the USG Global Malaria Coordinator by October 28, 2021.
FY 2021 Q2	Execute a data-driven review of country performance results across FY 2020	Complete	Data-driven review presentation by Kerry Pelzman, Acting Assistant Administrator for the Bureau for Global Health to the Senior Management Team on March 11, 2021
FY 2021 Q3	Release the <i>Acting on the Call</i> Report for 2021	Complete	Released November 12, 2021, by the Maternal Child and Newborn technical office. https://www.usaid.gov/actingonthecall/2021-report
FY 2021 Q4	Conduct thorough review of OPs for 25 U.S. government priority countries for MCH	Complete	All operational plans from OUs completed.

Performance Goal 3.4.2: HIV/AIDS⁴⁵

Performance Goal Statement: By September 30, 2021, new infections are fewer than deaths from all causes in HIV-positive patients in up to 13⁴⁶ and potentially additional countries with a high burden of HIV through leadership by the State Department (State) and implementation by several U.S. government agencies, including, the U.S. Agency for International Development (USAID); the U.S. Department of Health and Human Services (HHS) and its Agencies, including the Centers for Disease Control and Prevention (CDC), the Health Resources and Services Administration (HRSA), and the National Institutes of Health (NIH); the Department of Defense (DoD); the Department of Labor; Department of the Treasury; and the Peace Corps. (State and USAID)

⁴⁵ Reported as an Agency Priority Goal in FY 2020.

⁴⁶ The 13 epidemic-control countries are Botswana, Côte d'Ivoire, Eswatini, Haiti, Kenya, Lesotho, Malawi, Namibia, Rwanda, Tanzania, Uganda, Zambia, and Zimbabwe.

Key Performance Indicators

Table 85: Number of adults and children newly diagnosed with HIV

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	3,578,410	4,225,252	3,460,388	3,774,757	2,385,635
Actual	N/A	Q1: 717,732 Q2: 826,940 Q3: 820,702 Q4: 991,499 FY 17: 3,356,873	Q1: 705,161 Q2: 789,254 Q3: 773,327 Q4: 944,619 FY 18: 3,212,361	Q1: 676,282 Q2: 741,115 Q3: 716,264 Q4: 904,892 FY 19: 3,038,553	Q1: 675,331 Q2: 728,696 Q3: 531,667 Q4: 756,492 FY 20: 2,692,186 ⁴⁷	Q1: 595,995 Q2: 634,251 Q3: 604,496 Q4: 658,590 FY 21: 2,493,332

Table 86: Number of adults and children newly enrolled on ART

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	3,673,989	4,033,866	3,337,161	3,681,547	2,347,635
Actual	N/A	Q1: 620,414 Q2: 677,516 Q3: 651,122 Q4: 833,534 FY 17: 2,782,586	Q1: 580,568 Q2: 651,420 Q3: 645,180 Q4: 813,205 FY 18: 2,690,373	Q1: 583,522 Q2: 653,055 Q3: 637,946 Q4: 788,537 FY 19: 2,663,060	Q1: 608,338 Q2: 678,962 Q3: 517,009 Q4: 677,579 FY 20: 2,481,888 ⁴⁸	Q1: 569,516 Q2: 604,201 Q3: 573,398 Q4: 620,689 FY 21: 2,367,804

⁴⁷ FY 2020 results updated to reflect final, validated data.

⁴⁸ FY 2020 results updated to reflect final, validated data.

Table 87: Number of adults and children currently receiving ART

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	14,002,222	15,822,258	18,284,357	19,083,139	19,774,264
Actual	N/A	Q4: 13.2M	Q4: 14.8M	Q4: 15.7M	Q4: 17.4M	Q4: 19.0M

Table 88: Number of males circumcised as part of voluntary medical male circumcision (VMMC) programs

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	3,666,356	3,884,030	3,822,403	4,017,565	2,629,034
Actual	N/A	Q1: 534,960 Q2: 570,775 Q3: 1,180,204 Q4: 1,100,408 FY 17: 3,386,347	Q1: 714,338 Q2: 839,088 Q3: 1,086,402 Q4: 1,094,386 FY 18: 3,734,214	Q1: 859,987 Q2: 852,995 Q3: 1,089,946 Q4: 1,096,403 FY 19: 3,899,331	Q1: 873,843 Q2: 838,676 Q3: 280,976 Q4: 637,708 FY 20: 2,631,203 ⁴⁹	Q1: 595,812 Q2: 567,842 Q3: 665,220 Q4: 594,245 FY 21: 2,423,119

⁴⁹ FY 2020 results updated to reflect final, validated data.

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q1 (Release of data on November 25, 2019)	Collection, cleaning, and internal USG and public release of FY 2019 global and country-specific results, including results against the four APG indicators	Complete	PEPFAR released FY 2019 annual results on November 25 as part of World AIDS Day activities.
FY 2020 Q1 (December 6, 2019)	PEPFAR implementing agencies provide in-person briefings of their self-assessments of FY 2019 country program and financial performance to S/GAC senior leadership	Complete	Senior officials from PEPFAR-implementing agencies presented end-of-year self-assessments of program and financial performance for each PEPFAR country and regional program.
FY 2020 Q1 (December 20, 2019)	S/GAC holds in-depth data-driven review meetings with APG co-lead to review all PEPFAR country and regional programs, including programmatic and financial performance	Complete	S/GAC held a week-long meeting with the APG Goal co-led to update on current program and financial performance and deliberate strategic direction (across the PEPFAR program and for each country and region) for the next planning cycle (Country Operational Plan COP 2020).
FY 2020 Q1 (Process communicated to the field by November 15, 2020)	Review and revise COP 2020 planning process and timelines to ensure that all PEPFAR implementing countries receive funds by the beginning of FY 2021	Complete	S/GAC revised the COP planning timeline and process to ensure adequate time to move money to field teams prior to the start of FY 2021. S/GAC also incorporated recommendations from the draft OIG report on the COP planning process, including task-shifting target setting to field teams.
FY 2020 Q1 – Q4 (35% by 1/1/2020 60% by 4/1/2020 80% by 7/1/2020 100% by 10/1/2020)	Complete the hiring of an additional 90 staff within the Office of HIV/AIDS at USAID - staff are to strengthen headquarters capacity to provide technical assistance and monitor and evaluate progress toward PEPFAR goals	In Process	In FY 2021, USAID/GH/OHA increased its overall position fill rate from 71 percent to 91 percent.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q2 (Mid-January 2020)	Release revised COP Guidance and country-specific planning letters to focus PEPFAR implementation on addressing gaps in treatment retention	Complete	COP Guidance and country-specific planning letters were issued on January 15 and 17, respectively.
FY 2020 Q2 (Data available for use by March 1, 2020)	Collection and internal USG release of Q1 FY 2020 global and country-specific results, including results for APG indicators. S/GAC convenes review call with interagency field and HQ teams to discuss progress toward targets.	Complete	FY 2020 Q1 data were available for analysis by HQ and field teams in late February. In late February, S/GAC convened almost all OUs for week-long discussions on performance and plans for FY 2021. Due to COVID-19, data reviews and planning meetings for Vietnam, the Asia Regional Program, and the Western Hemisphere Regional Program were held virtually in early March.
FY 2020 Q3 (Meetings for all PEPFAR countries to be completed by April 3, 2020)	Convene week-long multi-stakeholder workshops to review draft country and regional operational plans and ensure a shared understanding of final submission. Meetings will include the entirety of the interagency working on PEPFAR in each country, Embassy leadership including Chiefs of Mission (COMs) and Deputy Chiefs of Mission (DCMs), partner government up to and including Ministers of Health, civil-society leaders, and APG goal leads or their designates.	Complete	In late February and early March, S/GAC convened all OUs, including U.S. Government staff and representatives from partner governments, civil society, and multilateral institutions, for week-long discussions on current performance and operations plans for FY 2021. Due to COVID-19, data reviews and planning meetings for Vietnam, the Asia Regional Program, and the Western Hemisphere Regional Program were held virtually.
FY 2020 Q3 (May 1, 2020)	Approval of all FY 2020 PEPFAR operational plan submissions by S/GAC leadership	Complete	S/GAC has approved all Country and Regional Operational Plans.
FY 2020 Q3 (Data available for use by June 1, 2020)	Collection, cleaning, and internal USG release of Q2 FY 2020 global and country-specific results, including results for APG indicators. S/GAC convenes review call with interagency field and HQ teams to discuss progress toward targets.	Complete	FY 2020 Q2 data were available for analysis by HQ and field teams in early June. In late June and early July, S/GAC convened calls with field and HQ teams for each OU to discuss progress toward targets and impact of COVID-19 on programs.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q4 (August 1, 2020)	All PEPFAR bilateral funding for COP/ROP 2020 notified to Congress (indicating that efforts to streamline business process have resulted in more rapid movement of funds to field teams)	Complete	A majority of COP20 funds have been notified to Congress. Congress cleared the first Congressional Notification, which included \$3,499,966,783 in COP20 bilateral funding, on July 21. Congress cleared the second Congressional Notification, which included \$132,473,122 in COP 20 bilateral funding, on July 29. On August 24, Congress cleared the third Congressional Notification, which includes the remaining \$132,473,122 in bilateral funding.
FY 2020 Q4 (Data available for use by September 1, 2020)	Collection and internal USG release of FY 2020 Q3 global and country-specific results, including the four APG indicators. S/GAC convenes review call with interagency field and HQ teams to discuss progress toward targets.	Complete	FY 2020 Q3 data were available for analysis by HQ and field teams in mid-August. In early September, S/GAC convened calls with field and HQ teams for each OU to discuss progress toward targets and impact of COVID-19 on programs.
FY 2020 Q4 (September 20, 2020)	All bilateral funds supporting COP/ROP 2020 implementation transferred to agencies prior to beginning of FY 2021.	Complete	All but \$10 million of COP 2020 bilateral PEPFAR program funds were transferred to agencies for implementation prior to the end of FY 2020. S/GAC transferred nearly \$3.5 billion to four different government agencies for COP 20 implementation at over 50 OUs. S/GAC obligated more than \$500 million to the USAID Working Capital Fund for COP 20, which will provide lifesaving treatment to more than 15 million recipients.
FY 2020 Q4	70 percent of PEPFAR bilateral resources (COP funding) programmed through local partners as defined in the COP 2020 guidance. Every PEPFAR country contributing to this goal based on the context of the local partner mix and types of public and private partners available to provide essential HIV services	In Process	S/GAC has supported processes and agencies to continue toward this benchmark. S/GAC has collected partner classifications through the COP 2020 process and is working now to determine progress toward the 70 percent benchmark as defined in the COP 20 guidance. The FY 2021 Q1 update will include further updates on progress.
FY 2021 Q1	Eight African countries (Ethiopia, Rwanda, Kenya, Zimbabwe, Namibia, eSwatini, Malawi and Lesotho) reach the UNAIDS 90-90-90 goals	In Process	The latest PEPFAR data through Q4 of FY 2020, show that seven African countries have achieved the UNAIDS goal of 90-90-90 by 2020 (Rwanda, Kenya, Zimbabwe, Namibia, eSwatini, Malawi, and Lesotho). Many other PEPFAR-supported nations, including Ethiopia, are nearing this goal.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021 Q1 (December 2020)	Collection, cleaning, and internal USG and public release of FY 2020 global and country-specific results, including results against the four APG indicators	Complete	PEPFAR released FY 2020 annual results on December 1, 2020, as part of World AIDS Day activities.
FY 2021 Q1 (December 2020)	PEPFAR implementing agencies provide virtual briefings of their self-assessments of FY 2020 country program and financial performance to S/GAC leadership	Complete	Representatives from PEPFAR-implementing agencies presented virtual end-of-year self-assessments of program and financial performance for each PEPFAR country and regional program.
FY 2021 Q1 (December 2020)	S/GAC holds in-depth data-driven review meetings with APG co-lead to review all PEPFAR country and regional programs, including programmatic and financial performance	Complete	S/GAC held a week-long meeting with the APG Goal co-led to update on current program and financial performance and deliberate strategic direction (across the PEPFAR program and for each country and region) for the next planning cycle (Country Operational Plan COP 2021).
FY 2021 Q1 (Oct.-Dec. 2020)	Review and revise COP 2021 planning process and timelines to ensure that all PEPFAR implementing countries receive funds by the beginning of FY 2022	Complete	S/GAC revised the COP planning timeline and process to ensure adequate time to move money to field teams prior to the start of FY 2022. S/GAC also continued to incorporate recommendations from the draft OIG report on the COP planning process, including task-shifting target setting to field teams.
FY 2021 Q1 and Q2 (Dec. 2020-Jan. 2021)	Release revised COP Guidance and country-specific planning letters to focus PEPFAR implementation on addressing gaps in treatment retention	Complete	COP Guidance and country-specific planning letters were issued on December 17 and January 13, respectively.
FY 2021 Q2 (Feb.-Mar. 2021)	Collection and internal USG release of Q1 FY 2021 global and country-specific results, including results for APG indicators. S/GAC convenes review call with interagency field and HQ teams to discuss progress toward targets.	Complete	FY 2021 Q1 data were available for analysis by HQ and field teams in late February. In late February through early March 2021, virtual quarterly data reviews were held.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021 Q3 (Mar.-Apr. 2021)	Convene week-long multi-stakeholder workshops to review draft country and regional operational plans and ensure a shared understanding of final submission. Meetings will include the entirety of the interagency working on PEPFAR in each country, embassy leadership including COMs and DCMs, partner government up to and including Ministers of Health, civil-society leaders, and APG goal leads or their designates.	Complete	In March and April 2021, S/GAC convened all OUs, including U.S. government staff and representatives from partner governments, civil society, and multilateral institutions, for week-long discussions on current performance and operations plans for FY 2022.
FY 2021 Q3 (May-June 2021)	Approval of all FY 2021 PEPFAR operational plan submissions by S/GAC leadership.	Complete	S/GAC approved all Country and Regional Operational Plans in May-June 2021.
FY 2021 Q3 (June 2021)	Collection, cleaning, and internal USG release of Q2 FY 2021 global and country-specific results, including results for APG indicators. S/GAC convenes review call with interagency field and HQ teams to discuss progress toward targets.	Complete	FY 2021 Q2 data were available for analysis by HQ and field teams in early June. In late June and early July, S/GAC convened calls with field and HQ teams for each OU to discuss progress toward targets and impact of COVID-19 on programs.
FY 2021 Q4 (June-July 2021)	All PEPFAR bilateral funding for COP/ROP 2021 notified to Congress (indicating that efforts to streamline business process have resulted in more rapid movement of funds to field teams)	Complete	A majority of COP21 funds were notified to Congress in June and July 2021, and in contrast to previous years, one comprehensive CN was used.
FY 2021 Q4 (Aug.-Sept. 2021)	Collection and internal USG release of FY 2021 Q3 global and country-specific results, including the four APG indicators. S/GAC convenes review call with interagency field and HQ teams to discuss progress toward targets.	Complete	FY 2021 Q3 data were available for analysis by HQ and field teams in mid-August. In early-/mid-September, S/GAC convened calls with field and HQ teams for each OU to discuss progress toward targets and impact of COVID-19 on programs.
FY 2021 Q4 (Aug.-Sept. 2021)	All bilateral funds supporting COP/ROP 2021 implementation transferred to agencies prior to beginning of FY 2022.	Complete	The majority of COP21 bilateral PEPFAR program funds were transferred to agencies for implementation prior to the end of FY 2021. S/GAC transferred nearly \$3.5 billion to four different government agencies for COP21 implementation in over 50 OUs.

Performance Goal 3.4.3: Prevent and Respond to Gender-Based Violence in Humanitarian Responses (State)

Performance Goal Statement: By 2022, State increases its systematic response to gender-based violence in new and evolving emergencies by maintaining or increasing the percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence. (State)

Key Performance Indicators

Table 89: Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	37.00%	37.00%	37.00%	35%
Actual	37.00%	34.85%	35.77%	37.65%	33.33%	36.51%

Performance Goal 3.4.4: Prevent and Respond to Gender-Based Violence (USAID)

Performance Goal Statement: By 2022, USAID increases its systematic response to gender-based violence in emergencies by increasing the percentage of proposals it receives from non-governmental organizations that include protection mainstreaming to 95 percent. (USAID)

Key Performance Indicators

Table 90: Protection mainstreaming in NGO proposals

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	95%	95%	95%	95%
Actual	N/A	N/A	100%	96%	100%	100%

Performance Goal 3.4.5: Timely Humanitarian Response

Performance Goal Statement: Through 2022, timely contributions to emergency appeals ensure humanitarian international organizations respond rapidly to the urgent needs of refugees and other populations of concern by maintaining the percentage of United Nations High Commissioner for Refugees (UNHCR) Supplementary Appeals and International Committee for the Red Cross (ICRC) Budget Extension Appeals the U.S. commits funding to within three months. (State)

Key Performance Indicators

Table 91: Percentage of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals that PRM commits funding to within three months

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	100%	100%	100%	100%
Actual	100%	100%	100%	100%	100%	88.89%

Indicator Analysis for Table 91:

- COVID-19 led to changes in resource allocation that resulted in a larger-than-expected (+/-) discrepancy in target achievement.
- PRM responded to UNHCR COVID-19 Supplementary Budget (SB) Appeal on April 18, 2021, following UNHCR's December 18, 2020, release of the SB. This is one month longer than the indicator and was due to limited budget availabilities early in the fiscal year.

Performance Goal 3.4.6: Humanitarian Assistance

Performance Goal Statement: By 2022, the United States will increase the timeliness and effectiveness of responses to U.S. Government-declared international disasters, responding to 95 percent of disaster declarations within 72 hours and reporting on results. (USAID)

Key Performance Indicators

Table 92: Percent of disaster declarations responded to within 72 hours

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	95%	95%	95%	95%
Actual	100%	100%	89%	95%	91%	74%

Indicator Analysis for Table 92: Insufficient staffing levels and limited internal training capacity challenged BHA’s ability to respond quickly and manage awards, as well as created inconsistencies in institutional knowledge between overseas and Washington staff, influencing the disaster declaration response timeline. Additionally, COVID-19 prompted additional administrative requirements and award modifications that delayed the processing timelines.

Strategic Goal 4: Ensure Effectiveness and Accountability to the American Taxpayer

Strategic Objective 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments

Strategic Objective Progress Update

- The Managing for Results (MfR) framework allows for the integration of strategic planning, budgeting, managing, and learning, leading to more sound and evidence-based decision-making. In FY 2021, the Department coordinated with bureaus to implement updated guidance for bureau strategies derived from the recommendations for foreign assistance strategies in GAO 18-499. As a result of these new best practices and existing standards for regular strategic reviews, several bureaus and offices updated their strategic plans in FY 2021. The Department continues to use strategic plans and performance data as a basis for resource decision-making through the annual budget process and internal strategic reviews.
- State and USAID's respective evaluation policies provide a framework for generating evidence to inform decisions. State and USAID collect and use data and evidence to improve program and operations efficiency and effectiveness, maintain accountability to stakeholders, and support organizational learning. State engaged subject matter experts at USAID to better understand their learning agenda and evidence-gathering best practices within foreign assistance. USAID representatives shared their own internal approaches to developing learning agendas at the bureau and department levels, as well as tools to ensure alignment between a department-wide learning agenda and the State-USAID Joint Strategic Plan.
- In 2021, the Department actively engaged performance and evaluation professionals across the Department to implement Title 1 of the Foundations for Evidence-Based Policymaking Act (Evidence Act; Public Law No. 115-435) to develop the Learning Agenda, Capacity Assessment, and Annual Evaluation Plan. These documents, which catalogue plans for research relevant to the Department's mission and assess the Department's ability to carry out evidence-building activities are due to be published concurrent with the Department's FY 2022-2026 JSP.
- While the Department is not a designated statistical agency, this year the Department appointed a Statistical Officer to build on the initiatives of the Foundations for Evidence Based Policymaking Act of 2018. The newly appointed Statistical Official worked in conjunction with the Chief Data Officer and Co-Evaluation Officers to complete the Capacity Assessment for

performance monitoring, evaluation, statistics, and research and analysis. The Department’s Capacity Assessment is the baseline assessment of skillsets, resources, and methods for the Agency that will guide capacity-building activities in the next year.

- The USAID Agency Evaluation Officer, in collaboration with the Statistical Official, Chief Data Officer, and the Research Policy and Coordination Team, conducted a Capacity Assessment for Evaluation, Research, Statistics and other Analysis. The assessment determined the maturity of the Agency to generate, manage and use evidence. The result of the assessment is informing actions that USAID is taking to further strengthen the capacity of the Agency to build and use evidence over the next year.

Performance Goal 4.1.1: Increase the Use of Evidence to Inform Decisions

Performance Goal Statement: By 2022, increase the use of evidence to inform budget, program planning and design, and management decisions. (State and USAID)

Key Performance Indicators

Table 93: Percentage of completed evaluations used to inform management and decision-making

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	State: N/A USAID: N/A	State: N/A USAID: N/A	State: 95% USAID: 95%	State: 95% USAID: 95%	State: 95% USAID: 95%	State: 95% USAID: 95%
Actual	State: 94% USAID: N/A	State: 100% USAID: N/A	State: 100% USAID: 99.4%	State: 100% USAID: 100%	State: 96% ⁵⁰ USAID: 87% ⁵¹	State: 98% USAID: 92% ⁵²

⁵⁰ Result updated to reflect the complete data.

⁵¹ Updated with data finalized after publication of the FY 2020 APR.

⁵² Based on 42 percent of the evaluations that are expected to be completed in FY 2021. Will be updated when all the data are in.

Key Milestones (State)

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2018 Q3	By June 29, 2018: All applicable State Bureaus and Independent Offices have identified their major programs and/or projects	Delayed	In December 2021, the percentage of bureaus submitting was 93 percent.
FY 2019 Q2	By February 28, 2019 (Extended to March 29, 2019): All applicable Bureaus and Independent Offices have completed logic models or project plans for all of their major programs and projects	Delayed	By December 2021, the percentage of bureaus submitting logic models or project plans climbed to 67 percent.
FY 2020 Q3	By May 31, 2019 (Extended to June 28, 2019): All applicable Bureaus and Independent Offices have established M&E plans that identify relevant indicators, and possible opportunities for evaluation of their major programs	Delayed	By December 2021, the percentage of Bureaus submitting was 55 percent.

Performance Goal 4.1.2: Engagement with Local Partners

Performance Goal Statement: By 2022, increase engagement with local partners to strengthen their ability to implement their own development agenda. (USAID)

Key Performance Indicators

Table 94: Percent of completed foreign-assistance evaluations with a local expert as a member of the evaluation team

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	50%	65%	65%	65%
Actual	49%	59%	64.8%	61%	57%	72% ⁵³

⁵³ Data collection is still in progress. This is based on only 42 percent of evaluations reported as completed in FY 2021. The rest of the data on completed evaluations are pending.

Performance Goal 4.1.3: Effective Partnering and Procurement Reform (EPPR)⁵⁴

Performance Goal Statement: By September 30, 2021, USAID will increase the use of collaborative partnering methods and co-creation within new awards by five percentage points, measured by percentage of obligated dollars and procurement actions. (USAID)

Key Performance Indicators

Table 95: Percentage of new awards using co-creation

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: 23.5% Q2: 24% Q3: 24% Q4: 25.5%	Q1: 26% Q2: 27% Q3: 27.5% Q4: 28.5%
Actual	N/A	N/A	N/A	N/A	Q1: 31.2% Q2: 25.6% Q3: 31.1% Q4: 24.9%	Q1: 25.6% Q2: 27.9% Q3: 27.1% Q4: 30.7%

⁵⁴ Reported as an Agency Priority Goal in FY 2020.

Table 96: Percentage of obligations made through co-creation

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: 19.5% Q2: 19.5% Q3: 21% Q4: 21.4%	Q1: 23% Q2: 25.5% Q3: 26% Q4: 26%
Actual	N/A	N/A	N/A	N/A	Q1: 36.9% Q2: 21.3% Q3: 26.7% Q4: 23.4%	Q1: 45.8% Q2: 24.7% Q3: 24.2% Q4: 23.5%

Indicator Analysis for Table 96: Surge in Q1 attributed to the nature of most obligations occurring in the later quarters of the fiscal year. The lower total obligations (denominator) in Q1 leads the numerator (co-creation) to have a bigger impact on the actual percentage.

Table 97: Direct awards to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	N/A	N/A
Actual	N/A	N/A	N/A	N/A	N/A	N/A ⁵⁵

⁵⁵ Former APG. Reporting for this indicator discontinued with 2021 change in Administration.

Table 98: Sub-awards to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Target	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Actual	N/A	N/A	N/A	N/A	N/A	N/A	N/A ⁵⁶

Table 99: Field Operating Units' percentage of obligations made to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	N/A	22%
Actual	N/A	N/A	N/A	N/A	11.9%	12.8%

Indicator Analysis for Table 99: New and underutilized partners are strictly organizations that have received less than \$25 million from USAID over the past five years. USAID set targets with the intention of increasing awards to local organizations and other nontraditional partners. If partners exceed the threshold, it would not be captured in this indicator. Reaching the selected new and underutilized partners target became progressively harder due to the target-setting methodology. Funds obligated for the purpose of combatting COVID-19 were earmarked for traditional partners who have the capabilities.

⁵⁶ Former APG. Reporting for this indicator discontinued with 2021 change in Administration.

Table 100: Field Operating Units' percentage of obligations made through sub-awards to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	N/A	6%
Actual	N/A	N/A	N/A	N/A	0.7%	11.3%

Table 101: Washington Operating Units' percentage of obligations made to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	N/A	12%
Actual	N/A	N/A	N/A	N/A	8%	7.4%

Indicator Analysis for Table 101: Cultural and systemic barriers for Washington-based Operating Units limited work with new and underutilized partners. Missions traditionally work more closely with new and underutilized local partners.

Table 102: Washington Operating Units' percentage of obligations made through sub-awards to new and underutilized partners

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	N/A	3%
Actual	N/A	N/A	N/A	N/A	0.8%	1.5%

Indicator Analysis for Table 102: Cultural and systemic barriers for Washington-based Operating Units limited work with new and underutilized partners. Missions traditionally work more closely with new and underutilized local partners.

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q1	Develop a strategy for public and internal reporting.	Complete	A cross-Agency working group of subject-matter experts developed a plan for internal reporting and decision-making. The Agency published a report in FY 2020 to highlight successes and challenges.
FY 2020 Q2	Develop Mission-specific capacity-strengthening (organizational performance) baselines and targets through the Performance Plan and Report (PPR).	Complete	59 Missions set non-zero targets for this new indicator and aimed to provide robust capacity development to an average of 52 organizations each.
FY 2020 Q2	Undertake a preliminary review of the <i>Acquisition and Assistance (A&A) Strategy</i> to reflect innovations or changes to co-creation priorities and practices.	Complete	The Agency conducted a preliminary review and shared it with the Effective Partnering and Procurement Reform (EPPR) Subcommittee of the Management Operations Council, which approved a plan to revise and renew the Strategy by Q2 of FY 2021.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q2	Develop co-creation guidance and toolkit for USAID staff to collect co-creation best practices and innovations to enable our OUs to achieve the targets.	Complete	USAID developed a co-creation toolkit that reflected multiple Agency sources of current guidance in Q2, which it distributed Agency-wide in April 2020. The EPPR team finalized additional guidance on the use of Broad Agency Announcements (BAAs) and co-creation as a Mandatory Reference in Q2, which the Agency added to the Automated Directives System (ADS), USAID's operational policies, in the Third Quarter (Q3) of FY 2020.
FY 2020 Q3	Convene Agency partners to review sub-award data and effective sub-award practices that will enable the achievement of targets for 1) new and underutilized partners (NUPs); and 2) the strengthening of capacity of local partners.	Complete	In Q4 2020, the Agency initiated substantial planning toward an event scheduled for October 2020. USAID convened prime and sub-awardees for a workshop in Q1 of FY 2021 to discuss compliance and reporting of sub-award data and the strategic use of sub-awards. This was delayed due to COVID-19.
FY 2020 Q3	Finalize submissions of New Partnerships Initiative (NPI) Plans from all USAID Missions, including Mission-specific targets for co-creation.	Complete	The NPI team has received and validated Mission NPI Action Plans and finalized this action in Q1 of FY 2021.
FY 2020 Q4	Launch a series of internal NPI webinars to inform staff of the use of co-creation, Broad Agency Announcements (BAAs), Fixed Amount Awards (FAAs), and other NPI mechanisms	Complete	The NPI team launched a series of six webinars from August to October 2020 and completed four of these webinars in Q4 of FY 2020. The NPI team completed the final two webinars in Q1 of FY 2021.
FY 2020 Q4	Incorporate NPI reporting into the Performance Plan and Report (PPR) Key Issue Narrative.	Complete	In Q3 of FY 2020, the NPI team developed the New Partnerships Approaches key issue narrative to the Operating Plan to be complementary to the PPR's Sustainability and Local Ownership key issue. The NPI team, in collaboration with the Department of State, included questions pertaining to new and local partners in the Operating Plan narrative.
FY 2021 Q1	Institutionalize NPI through the creation of the NPI Portfolio Manager position in the Democracy, Development, and Innovation (DDI) Bureau	Completed	The Portfolio Manager began the role in October 2020. The Agency stood up the Local, Faith-Based, and Transformative Partnerships Office in DDI during Q1 of FY 2021, where the NPI team is located.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021 Q2	Convene Agency partners to review sub-award data and effective sub-award practices that will enable the achievement of targets for 1) NUPs; and 2) the strengthening of capacity of local partners.	Delayed	USAID will focus on new indicators in future APR updates.
FY 2021 Q3	Finalize Agency-wide policy to support the indicator on capacity development.	In Progress	In Q4 of FY 2020, the EPPR team convened an internal working group to launch the discussions towards creating USAID's first ever Local Capacity Development Policy and began drafting the outline for the policy. In Q1 of FY 2021, the team held a series of internal and external webinars to socialize the policy.
FY 2021 Q3	Develop five NPI field guides (NUPAS, adaptive management, local capacity development, working with NUPs, pay for results, use of FAAs) for internal and external stakeholders to convey policy changes, best practices, and knowledge sharing.	Delayed	USAID will focus on new indicators in future APR updates.
FY 2021 Q4	Update on NPI progress through Operating Plans.	In Progress	In Q3 of FY 2020, the NPI team developed the New Partnerships Approaches key issue to be considered for the Operational Plan beginning in the FY 2021 cycle. USAID intends for The New Partnerships Key Issue to supplement the Sustainability and Local Ownership Key Issue narrative. The narrative is pending submission following future discussions with the Department of State.
FY 2021 Q4	Complete review of progress with sub-awardees and create case studies.	Completed	USAID analyzed six case studies for good practices and lessons learned in a live recorded webinar. It was an hour-long hosted session with four guest speakers describing their case studies and responding to follow-up questions from the audience.

Performance Goal 4.1.4: Category Management⁵⁷

Performance Goal Statement: By September 30, 2021, meet or exceed Federal targets for managed spending as determined by the President's Management Agenda. (USAID)

Key Performance Indicators

Table 103: Number of addressable contract dollars awarded to Best-in-Class (BIC) vehicles

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: \$25M Q2: \$55M Q3: \$100M Q4 ⁵⁸ : \$185.8M	\$204.3M
Actual	N/A	N/A	N/A	N/A	Q1: \$17.3M Q2: \$44.1M Q3: \$95.8M Q4 ⁵⁹ : \$197.7M	\$241.3M

Indicator Analysis for Table 103: USAID exceeded its BIC targeted spending because it continued to make Category Management a priority and increased its awareness through dedicated outreach and training of its acquisition workforce.

⁵⁷ Reported as an Agency Priority Goal in FY 2020.

⁵⁸ The Q4 targets and Q4 actuals are also the cumulative targets and actual figures for that fiscal year

⁵⁹ The Q4 targets and Q4 actuals are also the cumulative targets and actual figures for that fiscal year

Table 104: Number of contract dollars awarded to contract vehicles designated as Spend Under Management

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: \$500M Q2: \$1,200M Q3: \$2,500M Q4 ⁶⁰ : \$3,799.5M	\$3,850M
Actual	N/A	N/A	N/A	N/A	Q1: \$495.6M Q2: \$1,608.6M Q3: \$3,063.8M Q4 ⁶¹ : \$4,960.5M	\$3,900M

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2019 Q4	Submit USAID's CM Plan for Fiscal Year (FY) 2020 to the Office of Management and Budget (OMB), according to OMB Memorandum 19-13.	Complete	USAID submitted its CM Plan to OMB.
FY 2020 Q1	Work with OMB to get feedback on CM Plan for FY 2020 and make adjustments to it.	Complete	USAID addressed OMB's follow-up questions and feedback and added details regarding its CM Plan. OMB accepted the submission.
FY 2020 Q1	Identify, assess, and focus on programs applicable to CM solutions. Educate and train Contracting Officers (COs) in detail about CM, including background, policy, adoption methods, tools for leverage, and implementation.	Complete	Though this has been completed for all of Washington and major Missions, USAID will continue to conduct outreach and follow up on an "as needed" or requested basis for FY 2021.
FY 2020 Q2	Update fields in USAID's Global Acquisition and Assistance System (GLAAS) to identify the selection of CM solutions and the supporting rationale for their use/non-use.	Complete	USAID implemented these fields on February 28, 2020.

⁶⁰ The Q4 targets and Q4 actuals are also the cumulative targets and actual figures for that fiscal year

⁶¹ The Q4 targets and Q4 actuals are also the cumulative targets and actual figures for that fiscal year

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q2	Assess USAID's Acquisition and Assistance (A&A) Plan to identify future acquisitions over \$50 million and \$100 million to identify key opportunities to address Spend under Management (SUM).	Complete	In addition to the assessment, USAID added more detailed data fields, including the consideration of CM solutions as part of the assessment for future acquisitions.
FY 2020 Q3	Issue a Procurement Executive Bulletin (PEB) and subsequent update to Chapter 300 of the Automated Directives System (ADS) regarding the mandatory use of CM or SUM contracts.	Complete	USAID issued Procurement Executive Board #2020-01 on CM, which provides staff specific steps to take for CM.
FY 2020 Q3	Increase USAID's training and programmatic-engagement efforts related to the awareness and adoption of CM.	Complete	USAID engaged and conducted CM-specific training for all Washington OUs and has extended virtual training to Overseas Missions.
FY 2020 Q3	Coordinate with OMB related to the attainment of our targets and goals (mid-term review).	Complete	USAID conducted a series of senior-level meetings to address CM goals.
FY 2020 Q3	Engage with major acquisition organizations within USAID to increase awareness of CM for planning for FY 2021.	Complete	The Goal Lead completed these meetings, with follow-ups as necessary.
FY 2020 Q4	Measure end-of-year data and assess status against our targets for FY 2020.	Complete	USAID has completed this analysis and will continue to assess the Agency's progress. The Agency will address any updates and proposed changes in USAID's FY 2021 Plan.
FY 2021 Q1	Submit USAID's CM Plan for FY 2021 to OMB, according to OMB Memorandum 19-13, or any other additional guidance provided in the interim.	Complete	USAID completed and submitted this plan in October 2020.
FY 2021 Q1-Q3	Work with OMB to get feedback on our CM Plan for FY 2021 and adjust it.	Complete	Action is completed.
FY 2021 Q1	Identify, assess, and focus on programs applicable to CM solutions. Educate and train COs' teams in detail about CM, background, policy, adoption methods, tools for leverage, and implementation.	Complete	Successfully trained more than 1,743 USAID professionals in CM.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021 Q2	Assess the A&A Plan to identify future acquisitions over \$50 million and \$100 million to identify key opportunities to address SUM.	Complete	USAID identified key opportunities and engaged prime POC's to consider CM options.
FY 2021 Q2	Make necessary adjustments and enhancements to USAID's training and programmatic-engagement efforts related to increasing the adoption of CM.	Complete	As needed, adjustments were made, and all training engagements were completed.
FY 2021 Q2	Engage with major acquisition organizations within USAID to increase awareness of CM for planning for FY 2022.	Complete	Engagements completed.
FY 2021 Q3	Coordinate with OMB related to the attainment of our targets and goals (mid-term review).	Complete	Coordinated with OMB periodically to assess attainment of targets and goals.
FY 2021 Q4	Measure end-of-year data and assess status against our targets for FY 2021.	Complete	Reported attaining targets.

Strategic Objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development

Strategic Objective Progress Update

- The USAID Administrator provided a mandate early FY 2021 aiding in the Agency-wide deployment of the performance management module of the Development Information Solution (DIS). DIS is currently live in 85 Operating Units, and more than 3,400 USAID staff and 1,200 implementing partners were trained as of the end of the fiscal year. For the second year in a row, DIS is the system of record for the U.S. government-wide Feed the Future (FTF) Initiative as well as USAID's input into the Indo-Pacific Strategy (IPS).

Performance Goal 4.2.1: Improved Capacity to Manage Development and International Assistance

Performance Goal Statement: By 2022, provide USAID staff access to integrated and accurate foreign-assistance portfolio data to better assess performance and inform decision-making (USAID)

Key Performance Indicators

Table 105: Number of Operating Units Adopting DIS

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	7	6	35	40
Actual	N/A	N/A	0	3	38	47

Indicator Analysis for Table 105: In FY 2021, the actual number of USAID Operating Units (OUs) adopting DIS exceeded the target by 18 percent. This was partially due to an Agency Notice from the USAID Administrator for a coordinated effort to onboard all USAID OUs by the end of FY 2021.

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2018 Q3	<ul style="list-style-type: none"> First release of workstream 1 (WS1) Performance Management Agency pilot of WS5 DDL AIDTracker+ (AT+) is decommissioned 	Complete Complete Complete	<ul style="list-style-type: none"> A selection of Missions tested the Q3 release of DIS to direct ongoing development USAID decommissioned the AT+ and the Force.com version of A&A Plan. Avoided \$2.2 million annual license fee A&A Plan re-platformed to merge with DIS

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2018 Q4	<ul style="list-style-type: none"> Second release of WS1 Performance Management First release of WS2 Budget Planning & Monitoring First Release (beta) of WS5 DDL 	Complete Complete Complete	<ul style="list-style-type: none"> A subset of Missions tested the second release of WS1
FY 2019 Q1	<ul style="list-style-type: none"> WS5 DDL customization based on partner engagement and beta release feedback 	Complete	<ul style="list-style-type: none"> WS5 DDL went live on November 9, 2018 and was opened to more than 1,000 end users on November 13, 2018
FY 2019 Q2	<ul style="list-style-type: none"> Second release WS5 DDL Third release of WS1 Performance Management Integrated with A&A Plan system First release of WS2 Budget Planning & Monitoring OPS Master tool decommissioned 	Complete Complete Complete Complete Complete	<ul style="list-style-type: none"> OPS Master decommissioning complete
FY 2019 Q3	<ul style="list-style-type: none"> Second release of WS2 Budget Planning & Monitoring First release of WS4 Portfolio Viewer First release of WS3 Project Management and Procurement Planning A&A Plan decommissioned Third release of WS1 Performance Management 	Complete Complete Complete Complete Complete	<ul style="list-style-type: none"> Budget Management baseline is deployed end of June Portions of the portfolio viewer are released as needed to support functionality deployed in workstreams 1 and 2 Procurement Planning (3b Phase 1) was live in July 2018 and portions of Project Design (3a) have been completed As of late June 2019, A&A users utilize DIS to perform their A&A functionalities
FY 2019 Q4	<ul style="list-style-type: none"> Second release of WS3 Project Management and Procurement Planning Third release of WS1 Performance Management 	Complete Complete	<ul style="list-style-type: none"> A delay in funding pushed this into FY 2020 The requirements for Project Design were provided to the DIS team in October 2019.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q1	<ul style="list-style-type: none"> Developed DIS Roadmaps New reporting for Partner Portal Enhancements to support annual indicator refresh FY2019 Standard FA Indicators available in DIS Third release of WS1 Performance Management 	Complete Complete Complete Complete Complete	All future milestone reporting will be based on roadmap versus release.
FY 2020 Q2	<ul style="list-style-type: none"> Support multiple Results framework Enhanced AOR/COR capabilities 	Complete Complete	Continued to develop and deploy the application.
FY 2020 Q3	<ul style="list-style-type: none"> New and improved advanced reporting capabilities Enhanced PMP functionalities Enhanced PPR extract functionalities 	Complete Complete Complete	Began Asia Bureau Regional deployment as a new priority activity.
FY 2020 Q4	<ul style="list-style-type: none"> FACTS Info integration Mission Dashboards 	Complete In Progress	Completed Asia Bureau Regional (excluding Afghanistan and Pakistan) deployment despite COVID-19 challenges Completed one-way FACTS Info integration and will continue to work with State to complete integration activities
FY 2021 Q1	<ul style="list-style-type: none"> FACTS Info Integration Updates 	Complete	<ul style="list-style-type: none"> Full integration of the Feed the Future module into the main DIS data entry and reporting system Interface from DIS to FACTS Info enhanced to transmit USAID data to the Performance Plan and Report (PPR)
FY 2021 Q2	<ul style="list-style-type: none"> Updated GIS functionality Updated reporting capabilities 	Complete Complete	<ul style="list-style-type: none"> Provided more robust GIS capabilities including linking multiple interventions to one location Continued to build out reporting capabilities for both existing reports as well as new reports to assist with end-of-year performance reporting
FY 2021 Q3	<ul style="list-style-type: none"> Updated IPS reporting capabilities Updated GIS user experience 	Complete Complete	<ul style="list-style-type: none"> Enhanced report search parameters by not restricting based on user access and removing activity search criteria User experience updates for easy navigation from GIS and DIS and color consistency on left navigation

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021 Q4	<ul style="list-style-type: none"> User Management Indicator Management 	Complete Complete	<ul style="list-style-type: none"> Eliminated paper form to create/ update user profiles, roles and privileges and the approval workflow Provided an integrated indicator management platform across all indicator types

Performance Goal 4.2.2: Expand and Leverage Logistics Analytics Capabilities

Performance Goal Statement: By 2022, establish a plan to expand and leverage analytics capabilities of the Department's integrated global logistics systems to drive data-informed decisions, efficiencies, and/or improved accountability in the supply chain (State)

Key Performance Indicators

Table 106: Supply Chain Cost Savings

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	\$10 million	\$10 million	\$10 million	\$10 million
Actual	\$10 million	\$6.2 million	\$16.65 million	\$9.61 million	\$15.702 million	\$17.965 million

Indicator Analysis for Table 106: The bulk of the increase in cost savings and avoidance stems from the Department's IT enterprise license agreements. The Department has incorporated vendor reporting metrics into its enterprise licensing agreements to provide a full accounting of cost savings and avoidance. Savings and avoidance from these agreements vary by reporting period based on use.

Performance Goal 4.2.3: Implement key elements of the Federal Information Technology Acquisition Reform Act (FITARA)

Performance Goal Statement: By 2022, the Department will fully implement the key elements of FITARA, including IT Acquisitions oversight, IT Budget oversight, and IT Workforce competency (State)

Key Performance Indicators

Table 107: Percent of IT procurements reviewed and approved by the Department CIO that are aligned to specific IT investments through the Department's Capital Planning and Investment Control (CPIC) process

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	40%	60%	65%	70%
Actual	N/A	N/A	31%	38%	68%	100%

Indicator Analysis for Table 107: The Department implemented a system control to require all IT acquisitions identified in the procurement process be aligned to an investment into the CIO's IT Portfolio.

Table 108: Percent of Civil Service and Foreign Service IT workforce with known cloud-specific certifications on file

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	10%	20%	20%	20%
Actual	N/A	N/A	4.6%	6.5%	8.8%	5.1%

Indicator Analysis for Table 108: The percentage of the workforce with cloud certifications on file declined because the Department incentivizes and tracks individuals' certifications for a three-year period. Therefore, many of the credentials on file in FY 2018 would have expired by FY 2021.

Table 109: Percent of IT funding the Department CIO has direct review and oversight of the CIO

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	50%	100%	100%	100%
Actual	N/A	N/A	100%	100%	100%	100%

Performance Goal 4.2.4: IT Modernization⁶²

Performance Goal Statement: By September 30, 2021, the Department will satisfy Field Enabling IT baseline levels for capability and performance at all field locations; modernize its suite of core, mission-aligned IT systems incorporating a Cloud Smart approach that enables the Department to share resources and measure efficiencies gained via common cloud platform environments; and achieve a continuous cyber risk diagnostics and monitoring capability that embeds security equities throughout the full lifecycle of all IT systems within every sponsored environment. (State)

⁶² Reported as an Agency Priority Goal in FY 2020.

Key Performance Indicators

Table 110: Percentage of systems that leverage the enterprise IDMS/ICAM solution

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	50%	100%
Actual	N/A	N/A	N/A	N/A	75%	100%

Table 111: Percentage of FISMA reportable systems that have an ATO

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	80%	100%
Actual	N/A	N/A	N/A	N/A	45%	56%

Indicator Analysis for Table 111: The Department will transition from a three-year ATO to an ongoing authorization. In the meantime, the traditional A&A process is still in effect. The Department has created and is actively managing an integrated master schedule to manage the assessment and authorization of all FISMA reportable systems.

Table 112: Percentage of Posts that have Wi-Fi enabled to support SMART Mission

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	22%	47%
Actual	N/A	N/A	N/A	N/A	14%	37%

Indicator Analysis for Table 112: COVID-19, including travel restrictions that precluded overseas travel, affected the implementing environment resulting in a larger-than-expected (-) discrepancy in target achievement.

Table 113: Percentage of Bureau Executives that annually certify that their reported IT investments are accurate, strategically aligned, and meet privacy, cybersecurity framework, and incremental development requirements

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	100%	100%
Actual	N/A	N/A	N/A	N/A	100%	43%

Indicator Analysis for Table 113: All Bureau Executives in the Department have certified some level of accuracy and completeness of data reported on IT investments, but only 43 percent of executives actively certified their respective investments' reporting ahead of the Agency FY 2022 request submitted to the Office of Management and Budget in August 2020. The Department is working to improve executive involvement in certifying accurate IT investment data during the planning and budget process by expanding the review window to allow more time for executives to submit certification, and is conducting targeted follow-up reviews with selected bureaus.

Table 114: Advanced Decision Support: Percentage of network environments, with automated discovery, reporting IT assets to an Enterprise configuration management Data Base (CMDB) repository to support federal reporting requirements and advanced decision-making

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	40%	100%
Actual	N/A	N/A	N/A	N/A	39%	52%

Indicator Analysis for Table 114: The Department is working to establish internal MOUs concerning the scanning of bureau resources. This proved to be a lengthier process than anticipated.

Table 115: Develop and pilot AI/Predictive Modeling initiatives

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	50%	100%
Actual	N/A	N/A	N/A	N/A	30%	90%

Indicator Analysis for Table 115: The Department automated over 250,000 hours through AI. Robotic process automation, progressed on Chatbots, machine learning, and language translation projects continue.

Key Milestones

Table 116: Secure, Modernized IT Infrastructure

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q1	Implement IDMS/ICAM on 2 cloud platforms/applications	Completed	Successfully deployed Cloud iDaaS component of the State Enterprise Identity, Credential and Access Management solution within the FAN.
FY 2020 Q2	Implement IDMS/ICAM on 3 cloud platforms/applications	Completed	Successfully deployed Cloud iDaaS component of the State Enterprise Identity, Credential and Access Management solution with WebEx and myData.
FY 2020 Q3	Accelerate processing of ATO declarations for the Department's IT systems risk profiles (high, moderate, low).	Completed	Accelerated processing of ATO declarations for the Department's IT systems rated with a low security risk profile. Currently reviewing the process for completing the registration and self-assessment of the low impact systems in the Xacta GRC tool.
FY 2020 Q4	Implement IDMS/ICAM on 5 more cloud platforms/applications for a total of 10	Completed	Exceeded the Agency Priority Goal of 50 percent of 20 target application platforms connected by the end of Q4 2020 by five. Implemented five new IDMS/ICAM environments to include: Citrix GW, Salesforce CRM, Amazon APPSTREAM, GO merit Based compensation, Blackberry Cloud-SAFE.
FY 2021 Q1	Implement IDMS/ICAM on 3 cloud platforms/applications	Completed	Exceeded the APG by implementing on 22 systems by the end of Q1 2021. Implemented seven new systems: STORM, GTM SwerviceNow, Training management System (TMS) Acadis, Global Application Platform (GAP), START, SE-Azure, and ArcGIS.
FY 2021 Q2	Implement IDMS/ICAM on 3 cloud platforms/applications	Completed	Exceeded the APG by implementing on 30 systems by the end of Q2 2021. Added systems for CCTV, the Executive Secretariat, and Google Cloud.
FY 2021 Q3	Implement IDMS/ICAM on 4 additional cloud platforms/applications for a total of 20 across the enterprise	Completed	Exceeded the APG by implementing on 34 systems by the end of Q2 2021. Added systems for CCTV, the Executive Secretariat, and Google Cloud.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021 Q4	All FISMA reportable systems have current Authority to Operate (ATO)	Delayed	The Department will transition from a three-year ATO to an ongoing authorization. In the meantime, the traditional A&A process is still in effect. The Department has created and is actively managing an integrated master schedule to manage the assessment and authorization of all FISMA reportable systems.

Table 117: Field First IT

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q1	Upgrade infrastructure at 10 posts to support Wi-Fi, mobility, and cloud	Completed	
FY 2020 Q2	Upgrade infrastructure at 20 posts to support Wi-Fi, mobility, and cloud	Completed	
FY 2020 Q3	Implement overseas focused SMART Mission based on user demand and requirements	Delayed	Overseas Enabling Baseline Technology project initiated to define the minimum standard of IT infrastructure and capabilities at each Post. Completed initial Post Technology Baseline and Gap Analysis. COVID-19 travel restrictions have significantly delayed this effort.
FY 2020 Q4	Upgrade infrastructure at 20 posts to support Wi-Fi, mobility, and cloud	Delayed	Q3 Wi-Fi deployments were suspended due to global COVID-19 travel restrictions. The Department will revisit all future Wi-Fi deployment targets once the COVID-19 travel restrictions are lifted.
FY 2021 Q1	Upgrade infrastructure at 30 posts to support Wi-Fi, mobility, and cloud	Completed	Deployed to five posts. Due to the travel restrictions, embassies are performing “self-installs” where possible. This is not possible with all locations but helps the Department stay on track. Through FY 2020 Wi-Fi deployments were suspended due to global COVID-19 travel restrictions, equipment was still procured and staged in anticipation of a compressed upgrade schedule once restrictions are lifted. The Department continued to procure, ship, and deploy equipment where possible using Embassy personnel. Personnel who were unable to travel used other modernization efforts such as laptop issuance, piloting a new Zero Trust network, incorporating data analytics, and implementing security enhancements on existing devices.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021 Q2	Upgrade infrastructure at 20 posts to support Wi-Fi, mobility, and cloud	Completed	Successfully deployed Wi-Fi to six posts, exceeding the planned goal for Q2 by 1: Ouagadougou, Phnom Penh, Minsk, Nuevo Laredo, Tokyo, and Seoul. Deployment target adjusted due to COVID-19 lockdown impact. The Department looked for opportunities for embassies to perform “self-installations.” Limited travel was approved, and the Department is taking full advantage to allow this to progress. Deployment schedules were modified constantly to account for changes to travel restrictions.
FY FY2021 Q3	Upgrade infrastructure at 20 posts to support Wi-Fi, mobility, and cloud	Delayed	Deployed to four posts. The Delta variant of COVID-19 and the reinstatement of travel restrictions reduced the ability to complete the planned installations for Q3. The Department is still looking for further opportunities for embassies to perform self-installations.
FY 2021 Q4	Upgrade infrastructure at 15 posts to support Wi-Fi, mobility, and cloud	Delayed	Deployed to eight posts. COVID-19 restrictions continue to cause travel restrictions which reduces the ability to complete the planned installations in Q4. Opportunities for Embassies to perform self-installations to further the completion of projects where possible are still under review.

Table 118: IT Operational Excellence

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q1	IT Executive Council (ITEC) established and co-created with participating bureaus	Completed	Governance structure for CIO to oversee all Department IT
FY 2020 Q4	All Department IT CPIC investment are certified to be accurate by the Bureau’s executive	Completed	All Bureau Executives in the Department have certified some level of accuracy and completeness of data reported on IT investments, but only 42 percent of executives actively certified their respective investment’s reporting ahead of the agency FY 2022 request submitted to the Office of Management and Budget in August 2020. The Department is working to improve executive involvement in certifying accurate IT investment data during the planning and budget process and is conducting targeted follow-up reviews between the CIO and Agency Budget Director organizations and select bureaus in Q1 of FY2021.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021 Q1	Draft Key IT service delivery process	Delayed	Information Assurance drafted several plans to improve IT governance and improve service delivery: Cybersecurity implementation plan (60 percent complete), integrate security architecture strategy into enterprise architecture strategy (60 percent complete), oversight and measures for cyber operational functions (20 percent complete).
FY 2021 Q2	Create Agile mission plan for Department IT service providers to address backlog of user IT needs	Delayed	In early 2020, the CIO assembled a team to encourage adoption of Agile principles within IRM, with the objective of more efficiently and expeditiously serving users' IT needs. The team researched Agile adoption strategies in other Agencies and organizations and presented the findings to the CIO. The team formulated an Agile checklist as a guideline to incorporate into the Department's development framework.
FY 2021 Q4	Create End-to-End Metrics for all IT business Processes	Delayed	Scheduled to begin in FY 2022.

Table 119: Advanced Decision Support

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020, Q2	Begin Robotic Process Automation (RPA) piloting effort	Completed	Launched RPA and Hyper Automation efforts, including evaluating, testing, and implementing prototypes that leverage third-party products and platform-level AI tools
FY 2020, Q3	Stand up RPA training environment and begin obtaining an enterprise license	Delayed	The standup of the training environment is 75 percent complete. The elements of the RPA training environment include installation and testing of the license server, production and operational testing of robots, and installation of the Studio development tool. Training documents have been prepared, and classes have been held for selected Department offices and employees. Enterprise license requirements gathering initiated.

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020, Q4	Submit ATO for Robotic Process Automation. Create training and provisioning processes for RPA	Completed	Created approved ITCCB entries for the UiPath Studio, robot, and Orchestrator products. Diplomatic Security (DS) is developing a new clearance processing application based on the UiPath Attended Robot. Partnered with Amazon on a machine learning project to improve employee retention. Worked on a chatbot for the help desk. Developed analytics and UiPath RPA integration to enhance the natural language interface.
FY 2021, Q1	Submit ATO package for Google Artificial Intelligence tools and work with early adopters to enhance capabilities	Completed	The Office of the Chief Technology Officer worked on: <ul style="list-style-type: none"> • A system that uses Google handwriting recognition to read the repatriation forms. • A machine learning project for employee retention. • A Chatbot for the help desk. Analytics and UiPath RPA integration are being developed to enhance the natural language interface. • A Treaty Search system.
FY 2021, Q2	Implement an automated IT Asset System of Record	Completed	The Enterprise Configuration Management Database (CMDB) was rolled out as the IT Asset System of Record for OpenNet and Department data centers. The CMDB holds configuration data and dependencies for IT assets, giving visibility into the Enterprise IT resources. ServiceNow links incident, service request, problem, and change management records.
FY 2021, Q3	Submit ATO for Amazon and Microsoft AI Cloud AI tools and create user guides and training materials	Completed	The system requiring an ATO for Amazon AI cloud tools moved to another platform. The Microsoft Azure environment has received its ATO, and a Notification of Change process is being used to maintain authorization.
FY 2021, Q4	Continue to identify requirements for advancing AI use in the Department. FSI develops training programs.	Completed	The Department accomplished over 250,000 hours of automation through AI. Robotic process automation, progress on Chatbots, machine learning, and language translation projects continue.

Performance Goal 4.2.5: Data Informed Diplomacy⁶³

Performance Goal Statement: Advancing an enterprise data and analytics capability that enables cross-functional continuous insights, timely and transparent reporting, and evidence-based decision-making at the Department of State. By September 2021, we will align and augment a data and analytics cadre that can harness data and apply cutting-edge analytics processes and products to foreign policy and operational challenges and fulfill the requirements of the Federal Data Strategy to include building the first Department Data Strategy and enterprise Data Catalog. (State)

Key Performance Indicators

Table 120: Percentage of employee data-related position descriptions created

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 ⁶⁴
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0% Q3: 8% Q4: 15%	Q1: 17% Q2: 28% Q3: 19% Q4: 8%
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0% Q3: 0% Q4: 3.5%	Q1: 3.6% Q2: 3.6 % Q3: 3.6% Q4: 0%

Indicator Analysis for Table 120: During FY2021, Department of State created new position descriptions (PDs) focused on data skills and continues to determine the impact on bureaus adopting the new position descriptions. The Department increased the percentage of its PDs by 3.6 percent between Q1 and Q3, with 450 PDs being the estimated baseline at the beginning of Q1. Approximately 480 PDs were created at the end of Q3. The Department did not add any PDs during Q4 and, in general, underperformed with respect to this metric because Bureaus are still analyzing their need to hire individuals with backgrounds in data analytics.

⁶³ Reported as an Agency Priority Goal in FY 2020.

⁶⁴ As of FY 2021 Q1, the Department has revised FY 2021 targets in order to better align with progress to date.

Table 121: Number of available in-house data practitioner courses

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 5 Q3: 6 Q4: 8	Q1: 9 Q2: 10 Q3: 11 Q4: 12
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 5 Q3: 6 Q4: 9	Q1: 11 Q2: 12 Q3: 11 Q4: 12

Table 122: Number of participants completing in-house and partner-endorsed data analytics courses

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 488 Q3: 600 Q4: 800	Q1: 1000 Q2: 1200 Q3: 1400 Q4: 1600
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 488 Q3: 658 Q4: 989	Q1: 1620 Q2: 2011 Q3: 2274 Q4: 2630

Indicator Analysis for Table 122: Department of State exceeded its enrollment targets for data analytics courses each quarter during FY2021, represented here as cumulative all-time enrollments. Specifically, the Department enrolled 1,022 participants in data analytics courses during Q1 and Q2, added another 391 participants in Q3 and 356 participants in Q4. The total number of participants enrolled in data analytics courses during FY2021 was 1,641.

Table 123: Number of key mission and business identified data sets enrolled in initial releases of data catalog

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 4 Q3: 9 Q4: 11	Q1: 11 Q2: 21 Q3: 31 Q4: 41
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 4 Q3: 4 Q4: 54	Q1: 64 Q2: 114 Q3: 47 Q4: 24

Indicator Analysis for Table 123: Department of State added new datasets to its inventory and catalog throughout FY2021, significantly exceeding its targets each quarter. Specifically, the Department added 10 new datasets in Q1, 50 new datasets in Q2, 41 new datasets in Q3, and 24 new datasets in Q4. In total, the Department added 125 new datasets during FY2021.

Table 124: Number of data liaisons identified for each Bureau

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 5 Q4: 10	Q1: 15 Q2: 22 Q3: 29 Q4: 37
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 20 Q4: 25	Q1: 27 Q2: 27 Q3: 23 Q4: 25

Indicator Analysis for Table 124: Department of State engaged new data liaisons from across the enterprise during FY2021. However, the recruitment effort slowed down over the year as the Department began to reevaluate the role the liaisons would play in the EDS development and implementation efforts.

Table 125: Completion percentage of the Department's Enterprise Data Strategy

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 40% Q4: 50%	Q1: 65% Q2: 80% Q3: 90% Q4: 100%
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 25% Q4: 50%	Q1: 75% Q2: 100% Q3: 100% Q4: 100%

Indicator Analysis for Table 125: Department of State completed a final draft of the Enterprise Data Strategy (EDS) and initiated Department-wide clearance during Q2 of FY2021, significantly exceeding its targets. The Department launched the EDS in Q4, 2021.

Table 126: Number of core programs applying data analytics products as reported by Bureau data liaisons

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 ⁶⁵
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 4 Q4: 10	Q1: 15 Q2: 20 Q3: 25 Q4: 30
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 4 Q4: 6	Q1: 54 Q2: 74 Q3: 74 Q4: N/A ⁶⁶

Indicator Analysis for Table 126: Department of State decided to forego tracking this metric due to the challenge associated with measuring progress associated with it. Specifically, the precision around the term “core programs” created inconsistent reporting by quarter.

⁶⁵ As of FY 2021 Q1, the Department has revised FY 2021 targets to better align with progress to date.

⁶⁶ As of FY 2021 Q3, the Department has retired this indicator to focus on other, more effective measures of progress.

Table 127: Number of bureau liaisons reporting on 25% or better improvement in the time to meet business requirement reporting through the application of enhanced data management processes, tools, and techniques

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021 ⁶⁷
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 4 Q4: 10	Q1: 15 Q2: 20 Q3: 25 Q4: 30
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 0 Q3: 0 Q4: 7	N/A ⁶⁸

Indicator Analysis for Table 127: The Department of State stopped tracking this metric due to the challenge associated with measuring progress associated with it. Specifically, the methodology developed to measure the level of “improvement in the time [. . .] through the application of enhanced data management processes, tools, and techniques” did not adequately capture progress associated with this metric.

⁶⁷ FY 2021 targets are under review at time of publication. Future reporting may reflect changes.

⁶⁸ As of FY 2021 Q1, the Department has retired this indicator to focus on other, more effective measures of progress.

Table 128: Percentage increase in the number of data sets and analytical products available for enterprise use

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 5 Q3: 8% Q4: 10%	Q1: 13% Q2: 16% Q3: 18% Q4: 20%
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 5% Q3: 8% Q4: 10%	Q1: 16 % Q2: 27 % Q3: 20% Q4: 20%

Table 129: Percentage increase in the number of data technology tools certified for enterprise-wide implementation

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: N/A Q2: 60% Q3: 65% Q4: 70%	Q1: 73% Q2: 76% Q3: 78% Q4: 80%
Actual	N/A	N/A	N/A	N/A	Q1: N/A Q2: 60% Q3: 65% Q4: 70%	Q1: 75% Q2: 95% Q3: 95% Q4: 98%

Indicator Analysis for Table 129: Department of State increased the number of data technology tools certified for enterprise-wide implementation throughout FY 2021, exceeding its cumulative total target of 80 percent and reaching 98 percent by creating a more robust technology stack.

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2021 Q4	Incorporate data practitioner skillsets in target % of position descriptions by FY 2020 Q4 and by FY 2021 Q4.	In Progress	The Department of State reviewed more than 13,000 positions and found over 450 to include a data-focused skillset
FY 2021 Q4	Develop three new data literacy courses by FY 2020 Q4 and four additional by FY 2021 Q4.	In Progress	The Department increased training opportunities available to build data skills throughout the workforce by providing additional courses and increased enrollments by transitioning to a virtual learning environment
FY 2021 Q4	Release initial data inventory and catalog by FY 2020 Q4. Release revised data inventory and catalog by FY 2021 Q4.	Complete	The critical data assets inventoried and cataloged exceeded annual targets.
FY 2021 Q4	Data Liaisons identified for each Bureau.	In Progress	The number of data liaisons plateaued as the Department reevaluated their role in the EDS development and implementation efforts.
FY 2021 Q4	Complete Draft EDS by FY 2020 Q4 Complete Final EDS by FY 2021 Q4.	Complete	The Department completed a final draft of the EDS and initiated Department-wide clearance dissemination during Q2. The Department launched the EDS in Q4.
FY 2021 Q4	Implement system tracker of CfA project requests by customer Bureaus and Offices.	In Progress	Due to limitations and resourcing, the implementation and creation of data analytics cells within bureaus is behind schedule.
FY 2021 Q4	Establish a data hub enabling enterprise access to data and analytical insights.	Complete	The Department is on track and met cumulative targets
FY 2021 Q4	Establish technology infrastructure that enables the creation of cross-cutting analytics.	Complete	The Department is on track and exceeded cumulative targets

Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively

Strategic Objective Progress Update

COVID-19 continued to disrupt operations domestically and overseas and pose unprecedented challenges to the Department of State and USAID global workforce. USAID operated in a mandatory telework posture in FY 2021 due to the COVID-19 pandemic and accomplished the following to support its workforce:

- The Staff Care Center (SCC) provided highly rated wellness services to staff dealing with stress due to the COVID-19 pandemic, family challenges, racial and political tensions, and events in Afghanistan.
- SCC provided support to Foreign Service Officers (FSOs), Foreign Service Nationals (FSNs), and Eligible Family Members (EFMs) who were evacuated from Afghanistan, and to the USAID workforce, including former USAID/Afghanistan staff. SCC provided check-in sessions, visited safe havens in the United States housing USAID's FSNs evacuated from Afghanistan, and provided counseling, consultations, and resources as needed.
- USAID's Office of Human Capital and Talent Management (USAID/HCTM) facilitated the Agency's Human Resources (HR) Transformation and optimized the HR Operating Model to improve the customer experience; increase automation to reduce manual work; enable innovation, transparency, and collaboration; and improve reporting capabilities.
- USAID/HCTM strengthened the capabilities of LaunchPad, USAID's one-stop-shop and case management platform for HR services for employees. USAID/HCTM enhanced automation and HR tools and processes, such as employee onboarding; employee profile; COVID-19 vaccination forms; On the Spot, Special Act, Time Off, and Agency awards.
- At the end of FY 2021, USAID completed a 14-month hiring surge and achieved the Congressionally mandated staffing levels of 1,600 Civil Service (CS) and 1,850 FS employees. USAID hired approximately 500 CS and 250 FS employees during the surge.
- USAID expanded access to leadership training and mentorship opportunities.
- USAID established a new backstop for humanitarian assistance (BS-70) that will be launched in early FY 2022.
- USAID refined Talent Analytics, its workforce planning tool, to improve the quality of workforce data.

State accomplished the following to support its workforce:

- State expanded eligibility for telework, remote work, and domestic employee teleworking overseas (DETO) opportunities; deployed the Mobility Assessment Tool to assess telework eligibility of each domestic position in support of the Future of Work; and streamlined the security clearance review process to eliminate unnecessary steps, introduce automations into the process, and significantly reduce the timeline for hiring and reassigning employees.
- State supported employees and their families: implemented paid parental leave; expanded eligibility for the childcare subsidy; authorized paid travel for non-birth parents to be present for their child's birth; and increased foreign service assignment travel, home leave, and R&R flexibility to mitigate COVID-19 disruptions on employee transfers.
- State attracted and retained a diverse and inclusive workforce: the Department launched a new centralized exit survey; created a Volunteer Recruiter Corps; established a talent sourcing unit; launched a revamped overseas development program for Civil Service employees; and is an active participant in the NSC's National Security Workforce Working Group in response to the President's Executive Order on Revitalizing the Foreign Policy and National Security Workforce.

Performance Goal 4.3.2⁶⁹: GSA’s Customer Satisfaction Survey Human Capital Function

Performance Goal Statement: By 2022, the Department of State and USAID will achieve a 5.08 and 4.50 overall satisfaction score, respectively, in the Human Capital function of GSA’s Customer Satisfaction Survey (State and USAID)

Key Performance Indicators

Table 130: Overall Score on Human Capital Function of GSA’s Customer Satisfaction Survey (or USAID’s equivalent survey)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	State: 4.88 USAID: 4.32	State: 4.98 USAID: 4.3	State: 5.08 USAID: 4.5	State: 5.08 USAID: 4.3
Actual ⁷⁰	State: 4.29 USAID: 2.99	State: 4.68 USAID: 4.4	State: 4.60 USAID: 3.9	State: 4.58 USAID: 4.3	State: 4.55 USAID: 3.9	State: 4.73 USAID: 4.2

⁶⁹ Performance Goal 4.3.1 was closed out in the FY 2019 APR.

⁷⁰ USAID scores for FY 2017, FY 2018, and FY 2019 actual values are revised to reflect the score for all USAID’s hiring mechanisms and grades. The FY 2017 to FY 2021 actuals is now based on responses by all USAID employees to USAID’s Customer Satisfaction Survey (CSS). Previous scores for FY 2017, FY 2018, and FY 2019 were calculated using GSA’s methodology, which calculates the human capital function score by only considering the responses from employees from certain hiring mechanisms and grades. USAID’s methodology and score analyzes the responses of employees from all hiring mechanisms and grades and provides a better representation of the perceptions of the entire USAID workforce.

Performance Goal 4.3.3: OPM’s Federal Employee Viewpoint Survey (FEVS) Employee Engagement Index (EEI) Score

Performance Goal Statement: By 2022, the Department of State will increase its FEVS-calculated Employee Engagement Index to 72 percent (State)

Key Performance Indicators

Table 131: Overall Score on FEVS Employee Engagement Index (EEI)

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	70	70	70
Actual	N/A	69	68	68	72 ⁷¹	71

⁷¹ Updated with data finalized after publication of the FY 2020 APR.

Strategic Objective 4.4: Strengthen security and safety of workforce and physical assets

Strategic Objective Progress Update

- Although Diplomatic Security (DS) was unable to conduct traditional, in-person Post Security Program Reviews (PSPRs) due to COVID-19 travel restrictions, DS continues to provide oversight of post security programs by employing Virtual Post Security Program Reviews (VPSPRs), which is an abbreviated version of traditional, in-person PSPRs.
- DS conducted 135 PSPRs at U.S. embassies and consulates abroad, 108 of which received a score of 95-100 percent and an additional 20 scored within the 85-94 percentage range, considered a compliant score.
- As the Virtual PSPR policy evolved, DS completed more VPSPRs in FY 2021 compared to those in FY 2020.
- Due to travel restrictions imposed by the COVID-19 pandemic, several security monitoring enhancement projects were delayed or postponed.
- DS enhanced the security monitoring solutions of 34 Department of State facilities domestically and overseas; at the end of FY 2021, DS upgraded over 17 percent of State facilities' security monitoring solutions
- While OBO continued to face unprecedented challenges due to the global COVID-19 pandemic, the bureau remained committed to strengthening the security and safety of the Department's and USAID's workforce and physical assets.
- OBO held seven Embassy and consulate dedications and groundbreakings; awarded 22 major design-build and construction contracts; and acquired five new Embassy/consulate sites in FY 2021.
- OBO resolved 104 physical security deficiencies, conducted 87 fire inspections, and trained 4,630 personnel in fire safety and fire as a weapon.
- OBO provided security grant assistance to 31 overseas Department-assisted schools and 151 grants to support COVID-19 mitigation at Department-assisted schools.
- To counter challenges posed by the COVID-19 pandemic, OBO pivoted several critical activities to virtual platforms including pre-proposal conferences; property searches, reviews, and negotiations; fire and life safety inspections; and post-specific training programs. OBO also provided virtual support for repair activities.

Performance Goal 4.4.1: Post Security Program Review

Performance Goal Statement: By 2022, ensure that diplomatic missions reviewed through the Post Security Program Review (PSPRs) process receive a 95-100 percent rating (State)

Key Performance Indicators

Table 132: Percent of reviewed posts receiving a 95-100 percent PSPP score

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	80%	85%	90%	95%
Actual	N/A	80%	67%	78%	84%	80%

Indicator Analysis for Table 132: COVID 19 travel restrictions prevented travel to conduct traditional PSPRs and restricted DS's ability to complete certain elements of the PSPP that require in-person actions. The FY 2021 result represents segments of the program that were achieved in a virtual format and contributed to a deviation from the target.

Performance Goal 4.4.2: People Moved into Safer and More Secure Facilities

Performance Goal Statement: By 2022, Department of State will move overseas U.S. government employees and local staff into secure, safe, and functional facilities at a rate of 3,000 staff per year. (State)

Key Performance Indicators

Table 133: Number of U.S. Government employees and local staff moved into safer and more secure facilities

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	3,000	3,000	1,324	1,300
Actual	538	3,072	3,108	5,193	798	997

Indicator Analysis for Table 133: COVID-19 impacts led to activity modifications or redirections that resulted in a larger-than-expected (-) discrepancy in target achievement. COVID-19 had a significant impact on global construction sites. Out-year targets remained fluid as projects were suspended/activated on a country-by-country basis, depending on host-government COVID-19 protocols and restrictions. Procurement delays, stoppages of shipments of critical materials, and travel restrictions also delayed project schedules and prevented critical project compliance inspections, commissioning activities and project completions.

Performance Goal 4.4.3: Improve USAID Office Space Safety and Efficiency through Consolidation

Performance Goal Statement: By 2022, domestically, USAID will improve safety and efficiency by consolidating scattered smaller spaces into more efficient larger locations (USAID)

Key Performance Indicators

Table 134: Percentage of USAID Global Health and Management Bureau staff moved to newly leased facility⁷²

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	0%	0%	100%	N/A
Actual	N/A	N/A	0%	0%	100%	N/A

Table 135: Percent completion of Phases 3 and 4 of the Ronald Reagan Building (RRB) Renovation

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	0%	33%	100%	100%
Actual	N/A	N/A	0%	33%	90%	100%

⁷² Indicator target was achieved in FY 2020. As a result, this indicator was closed out and no future targets were set.

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2019 Q4	Office lease with sufficient space to accommodate staff in all Washington smaller offices outside of the Agency's headquarters in the RRB	Complete	USAID secured lease space for USAID Annex 1.
FY 2019 Q4	Construction completed and interior outfitting procured for USAID Annex 1.	Complete	
FY 2020 Q1	Phase 5 and 6 of RRB Renovation initiated with GSA	Complete	
FY 2020 Q4	Percent of affected employees for RRB renovation moved to swing space by FY 2019, Q4	Delayed	Will be completed FY 2021, Q4 due to COVID-19-related delays in execution.
FY 2020 Q4	Construction completed and E3 moved into RRB second floor (FY 2020, Q4)	Delayed	Expected completion date revised due to execution delays related to COVID-19.
FY 2020 Q4	Phase 5 of RRB Renovation begun	Complete	Phase 5 awarded by GSA September 2020.
FY 2021 Q1	Percent of affected employees for RRB renovation moved to swing space for Phase 5	Complete	Bureaus for Asia, E3, Middle East, and Africa all moved to swing space by December 2020.
FY 2022 Q1	Phases 3 and 4 of RRB Renovation completed	Complete	Substantial completion December 21, 2021.
FY 2022 Q4	Phase 5 of RRB Renovation completed	In progress	Targeted completion July 2022.

Performance Goal 4.4.4: Enhancing Security Monitoring Solutions⁷³

Performance Goal Statement: Update technical security countermeasures for Department of State (DOS) facilities worldwide by enhancing security monitoring solutions paramount to securing Department of State personnel, information, and facilities. By September 30, 2021, upgrade 20% of DOS facilities' security monitoring solutions. (State)

Key Performance Indicators

Table 136: Security Monitoring Solutions Enhancements

Value Type	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Target	N/A	N/A	N/A	N/A	Q1: 9 Q2: 18 Q3: 27 Q4: 36	Q1: 45 Q2: 54 Q3: 63 Q4: 71
Actual	N/A	N/A	N/A	N/A	Q1: 17 Q2: 20 Q3: 20 Q4: 25	Q1: 30 Q2: 36 Q3: 41 Q4: 59

Indicator Analysis for Table 136: COVID-19 impacts on the implementing environment led to staffing constraints and changes in resource allocation that resulted in larger-than-expected discrepancies in target achievement.

⁷³ Reported as an Agency Priority Goal in FY 2020.

Key Milestones

Due Date: FY and Quarter	Milestone	Milestone Status	Progress Update
FY 2020 Q1	Perform at least 10 designs for DOS facilities' security monitoring solutions.	Complete	9 designs performed in Q1.
FY 2020 Q2	Conduct no fewer than 30 surveys of DOS facilities.	Complete	30 surveys conducted through Q2 FY 2020.
FY 2020 Q3	Perform at least 30 designs for DOS facilities' security monitoring solutions.	Complete	43 design packages completed by the end of FY 2020 Q3, with 18 performed in Q3.
FY 2020 Q4	Conduct no fewer than 60 surveys of DOS facilities	Delayed	32 Surveys completed through Q4 FY 2020
FY 2020 Q4	Update 36 DOS facilities with enhanced technical security monitoring solutions.	Delayed	24 DOS facilities enhanced through the end of Q4. COVID-19 slowed the process due to mitigation measures and host country and post travel restrictions.
FY 2020 Q4	Conduct an internal data driven analysis with BP and DS to access risks, issues, challenges, and review lessons learned.	Complete	BP and DS conducted a data driven review on 11/23/20.
FY 2021 Q1	Perform at least 50 designs for DOS facilities' security monitoring solutions.	In Progress	Performed 47 design packages through FY 2021 Q1: 6 in Q4 and 7 in Q1.
FY 2021 Q2	Conduct no fewer than 90 surveys of DOS facilities.	In Progress	Conducted 58 surveys through FY 2021 Q2: 11 in Q1 and 15 in Q2.
FY 2021 Q3	Perform at least 70 designs for DOS facilities' security monitoring solutions.	Planned	Performed 64 design packages through FY 2021 Q3: 7 in Q2 and 10 in Q3.
FY 2021 Q4	Conduct no fewer than 120 surveys of DOS facilities.	Planned	Conducted 96 surveys through FY 2021 Q4: 22 in Q3 and 16 in Q4.
FY 2021 Q4	Complete the Agency Priority Goal plan and calculate the percentage of facility enhancements.	Planned	Enhanced 59 DOS facilities between FY 2020 Q1 - FY 2021 Q4. With 21 DOS facilities enhanced prior to FY20, 80 of 460 (17 percent) worldwide facilities' security monitoring solutions enhanced to date.

Annex 1: Indicator Methodology

Strategic Goal 1

Table 137: Strategic Objective 1.1: Counter the proliferation of Weapons of Mass Destruction (WMD) and their delivery systems

Key Indicator	Indicator Methodology
Number of new countries that have signed, received Board of Governors approval of, and/or brought into force IAEA Additional Protocols	Data are provided on the IAEA's website (IAEA.org) as Member States sign, receive Board of Governors' approval of, and/or bring into force an AP. There are no known limitations to these data.
Number of new countries adopting the control lists of one or more of the multilateral export control regimes	Information on regime membership is posted on the MTCR, AG, and WA websites. There are no known limitations to these data.
Number of missile defense capabilities, enabled by the Department, deployed in host countries as part of the U.S. homeland and regional defense	Data are cumulative and are collected from bilateral consultations, Embassy reporting, and DoD reporting. Most of the data will be publicly known or available, but at times some information may remain classified. In addition, the data do not include multipurpose capabilities, such as ships, where ballistic missile defense (BMD) is just one capability that the asset employs. In the future, a U.S. ally's or partner's upper tier BMD deployments using U.S.-developed and -manufactured BMD radars and interceptors may be appropriate to include as a performance indicator especially if U.S. military forces are incidentally protected along with their country's population and territory. For example, although the Japanese Self-Defense Force would have owned and operated the two land-based Aegis Ashore sites, this upper tier BMD capability would incidentally have protected U.S. military forces stationed on Japanese territory. The Aegis Ashore components—including the Aegis Weapon System, SPY-7 phased array radar, MK 41 Vertical Launch System, and SM-3 Block IIA interceptors—were developed and are manufactured by U.S. industry. The SM-3 BLK IIA was co-developed and is co-produced with Japanese industry. The Japanese ship-based alternative option of 2 "Aegis system-equipped vessels" employing as many of the original Aegis Ashore components as possible will not likely be available until later in the decade. The Aegis Ashore sites would have had 24 interceptors operational at each site like the Aegis Ashore sites in Romania and eventually Poland.

Table 138: Strategic Objective 1.2: Defeat ISIS, Al-Qa’ida, and other international terrorist and extremist organizations, and counter state-sponsored, regional, and local terrorist groups that threaten U.S. national security interests

Key Indicator	Indicator Methodology
Number of civilian casualties from ISIS-directed or ISIS-inspired terrorist attacks outside of Iraq and Syria	START GTD: (https://www.start.umd.edu/gtd/trends-in-global-terrorism-islamic-statesdecline-in-iraq-and-expanding-global-impact-fewer-mass-casualty-attacks-in-western-europe-number-of-attacksin-the-united-states-highest-since-198/) Information in the GTD is drawn entirely from publicly available, opensource materials. These include electronic news archives, existing data sets, secondary source materials such as books and journals, and legal documents. All information contained in the GTD reflects what is reported in those sources. While the database developers attempt to corroborate each piece of information among multiple independent open sources, they make no further claims as to the veracity of this information. Users should not infer any additional actions or results beyond what is presented in a GTD entry; specifically, users should not infer an individual associated with a particular incident was tried and convicted of terrorism or any other criminal offense. If a new documentation about an event becomes available, an entry may be modified as necessary and appropriate.
Cumulative total number of internally displaced persons (IDPs) who have safely and voluntarily returned to territories liberated from ISIS in Iraq and Raqqa, Syria	Data sources are: Raqqa, Syria: UN Office for the Coordination of Humanitarian Affairs (UNOCHA) “Syrian Arab Republic: IDP Spontaneous Returns Stock and Flow Data, Jan-Dec 2019.” This report uses information as reported by HNAP and OCHA for Syria for 2019. Iraq: IOM: The IDP and Returnees Master Lists collect information on numbers and locations of IDPs and returnee families through an ongoing data collection system that identifies and routinely updates figures through contacts with key information. The unit of observation is the location. Master Lists collect information on the total number of families displaced or returned to a location at the time of data collection and are fully updated in one calendar month, which means that information on all locations is updated once a month. In two weeks, approximately 50 percent of the locations are updated, data are sent to the IOM Information Management Unit, and the dataset with partial updates is released after quality control, while the teams continue to update information from the remaining locations. By the end of the month, the update is completed, and the Displacement Tracking Matrix (DTM) report is published with fully updated information on IDPs and returnees. At the end of every round of updates, the new count replaces the old count. http://iraqdtm.iom.int/
Number of countries who have joined and are providing military, humanitarian, and stabilization support in the Global Coalition to Defeat ISIS	This indicator reflects the number of countries and international organizations (including the United States) that have formally joined the Global Coalition to Defeat ISIS. For purposes of this indicator, a Coalition Member can be defined as any country or international organization

Key Indicator	Indicator Methodology
	that formally joins the Global Coalition and has agreed to publicly acknowledge its membership. This indicator will be measured annually and will report the total number of Coalition Members at the end of the calendar year. Subcategories include the number of Coalition partners who have conducted airstrikes against ISIS targets in Iraq; the number of Coalition partners who have contributed humanitarian or stabilization assistance in Iraq; and the number of Coalition partners who have contributed humanitarian or stabilization assistance in Syria.
Number of Countering Violent Extremism (CVE) programs directly related to U.S. Government CVE objectives implemented in country by civil society and partner governments	Refer to the Indicator Reference Sheet (IRS) for standard foreign assistance indicator PS.1.2-1
Number of counterterrorism messaging campaigns completed, to include those that involve cooperation with foreign governments and/or foreign messaging centers	The data source is GEC internal records of coordinated campaign plans and implementation.

Table 139: Strategic Objective 1.3: Counter instability, transnational crime, and violence that threaten U.S. interests by strengthening citizen-responsive governance, security, democracy, human rights and the rule of law

Key Indicator	Indicator Methodology
Number of U.S. Government-funded events, trainings, or activities designed to build support for peace or reconciliation on a mass scale	Refer to the IRS for standard foreign assistance indicator PS.6.2-5
Number of people participating in U.S. Government-supported events, trainings, or activities designed to build mass support for peace and reconciliation	Refer to the IRS for standard foreign assistance indicator PS.6.2-4
Number of local women participating in a substantive role or position in a peacebuilding process supported with U.S. Government assistance	Refer to the IRS for standard foreign assistance indicator GNDR-10
Number of individuals receiving voter education through U.S. Government-assisted programs	Refer to the IRS for standard foreign assistance indicator DR.3.2-4
Number of individuals receiving civic education through U.S. Government-assisted programs	Refer to the IRS for standard foreign assistance indicator DR.3.2-5

Key Indicator	Indicator Methodology
Number of non-state news outlets assisted by U.S. Government	Refer to the IRS for standard foreign assistance indicator DR.5.3-1
Number of judicial personnel trained with U.S. Government assistance	Refer to the IRS for standard foreign assistance indicator DR.1.3-1
Number of U.S. Government-assisted civil society organizations (CSOs) that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees	Refer to the IRS for standard foreign assistance indicator DR.4.3-1
The number of host nation criminal justice personnel who received U.S. Government-funded Anti-Trafficking in Persons training	TIP Office programs that contribute to these results include the short-term Training and Technical Assistance Program, bilateral programming, the Child Protection Compact (CPC) Partnership, and the Program to End Modern Slavery. The data source is progress reports from implementing partners; the office performs annual data-quality assessments on all data collected. In prior years, this was the only indicator the TIP Office used to measure training on human trafficking. Starting in FY 2019 the office broke training down into three separate indicators, one measuring the number of individuals trained on prevention, another measuring individuals trained on protection, and the other (this indicator) measuring individuals trained on prosecution.
Metric tons of illicit narcotics seized by U.S. Government-supported host government officials in U.S. Government-assisted areas	Data are collected through regular reporting by implementing partners to program managers and then compiled through INL's semi-annual data call on counter-TOC capacity-building efforts implemented with INCLE funds. All actions reported were not necessarily explicitly or exclusively caused by Department funding but were included if foreign capacity building was assessed as having played a contributing role. The data may be overinclusive in cases where reporting is not wholly reliable, or where data reported were only loosely tied to program interventions. Several countries with programs related to combating TOCs did not report on certain indicators due to an inability to collect reliable and consistent data from partners, including particularly foreign governments. Alternatively, the breadth or ambiguity of some governments' laws may contribute to overreporting and an inflation of indicator data (i.e., arrests). Year-to-year, changes to the number of reporting implementers and offices may increase or decrease the figures.
Number of vetted and specialized law enforcement units receiving support	Data are collected through regular reporting by implementing partners to program managers and then compiled through INL's semi-annual data call. The Department continues to strengthen monitoring and evaluation processes to capture information on results and to link

Key Indicator	Indicator Methodology
	data with specific programs and funding as directly as possible. Year-to-year, changes to the number of reporting implementers and offices may increase or decrease the figures.
Arrests made by U.S. Government-assisted law enforcement personnel for trafficking crimes of illegal gathering, transportation, and distribution of drugs, chemicals, wildlife, weapons, or humans	Data are collected through regular reporting by implementing partners to program managers, and then compiled through INL's semi-annual data call on counter-TOC capacity-building efforts implemented with INCLE funds. All actions reported were not necessarily explicitly caused by Department funding but were included if foreign capacity building played a contributing role. The data may be over-inclusive in cases where reporting is not wholly reliable, or where data reported were only loosely tied to programs. Several countries with programs related to combating TOCs did not report on certain indicators due to an inability to collect reliable and consistent data from partners, including foreign governments. Alternatively, some governments' laws tend to inflate indicator data (i.e., arrests). Year-to-year, changes to the number of reporting implementers and offices may increase or decrease the figures.

Table 140: Strategic Objective 1.4: Deter aggression, increase capacity, and strengthen resilience of our partners and allies facing malign influence and coercion by state and non-state actors

Key Indicator	Indicator Methodology
The dollar value of public and private investment and other financial resources mobilized behind international strategic energy infrastructure projects as a result U.S. Government action	The Department will measure this indicator by initially determining a region-by-region list of strategic energy infrastructure projects that the Department is actively supporting to strengthen the resilience of its partners and allies facing malign influence and coercion by state and non-state actors. The Department will then track the value of funds committed toward the list of international strategic energy infrastructure goals and projects. Data will be derived from project reports of international financial institutions, infrastructure-project documentation, official public announcements and other evidence of investment bank decisions, new contract signings, and open-source reporting from U.S. Embassies, other U.S. government agencies, and analyst firms. Data quality is generally sound given the due diligence conducted by investors to justify the amount of capital involved, though the terms of some agreements — particularly those receiving private finance — can be business-confidential and thus must be protected. The Department will be careful to ensure financing figures included in publicly announced agreements related to energy projects represent actual capital commitments, and not aspirational goals.

Key Indicator	Indicator Methodology
Number of countries, economies, and/or regional organizations with which the Department of State has new or sustained engagement on cyber issues	<p>S/CCI, in coordination with Department regional and functional bureaus, maintains and reports all relevant data at the end of each fiscal year. The parameters for a new or sustained partnership with a nation, economy, or regional organization are defined by State Department diplomatic engagement and/or development assistance activities. These could include, but are not limited to, activities such as bilateral dialogues, multilateral dialogues, working groups, steering committees, capacity building, and joint cooperation. The data will define the partner and our nature of the engagement(s) with them. S/CCI anticipates challenges in appropriately capturing the number of partners due to how scheduling aligns with the fiscal calendar. To ensure data quality, the data will be defined throughout the reporting period with the partner and type(s) of engagement. The total number of partners will be cumulated annually. In addition, every reporting year, a narrative will accompany the data that provides justification and context for the number in the reporting year, as well as projection into the next year. For example, if in FY 2019 State did not sustain its engagement with a partner due to scheduling conflicts, S/CCI would explain that in the narrative and would include that partner in expected FY 2020 results.</p>
Number of enhanced diplomatic engagements facilitated by the Department of State on cyber issues	<p>The data are generated by looking at the new and sustained partners of the Department of State to determine the number of enhanced diplomatic engagements that occurred from the list of partners and their existing engagement(s) from previous years. The data are defined by the total number of enhanced engagements accumulated annually. For example, annually State has a bilateral cyber dialogue with Country X. Therefore, Country X is counted as a sustained partner. The data do not capture cumulative or sustained activity; instead, they measure the number of occurrences each year. To this point, coupled with the nature and significance of the work, S/CCI expects the annual numbers to be smaller than the indicator of new or sustained engagements. There are limitations in being able to define an enhanced engagement since it can be relative to each partner, and the needs in cyberspace are rapidly changing. Additionally, the ability to enhance our engagements with partners is contingent on having the appropriate human and budgetary resources to do so. To ensure data quality, the data will be defined throughout the reporting period by the enhanced engagement(s). In addition, every reporting year, a narrative that provides justification and context for the number in the reporting year, as well as projection into the next year, will accompany the data.</p>

Table 141: Strategic Objective 1.5: Strengthen U.S. border security and protect U.S. citizens abroad

Key Indicator	Indicator Methodology
Number of new governments sharing information with the United States to prevent terrorists from reaching the border	CT Terrorist Screening and Interdiction Programs negotiates and monitors implementation of HSPD-6 arrangements.
Number of multilateral and regional initiatives that the CT Bureau funds to raise awareness of and increase political will and capacities of countries to adopt U.S. standards and approaches	The indicator tracks the number of State-funded initiatives, as captured by CT/Multilateral Affairs.
Percent of appropriate consular crisis responses activated within six hours after notification of a crisis event. (This is a revised indicator.)	<p>Consular Crisis responses are activated at the request of the Incident Commander (IC) or OCS leadership. Crisis responses can range from ad hoc groups formed to assist posts and U.S. citizens to a full consular task force aimed at collecting, tracking, and disseminating information about U.S. citizens requiring assistance because of a crisis overseas.</p> <p>The data will be calculated by tracking the time of requests for assistance or notifications of crises to ACS leadership and the timing of coordinated crisis responses as necessitated by the situation.</p>
Percent of country information pages on travel.state.gov reviewed and updated at least once annually to ensure current and relevant safety and security information. (This is a new indicator for FY 2021. Formal measurement will begin this fiscal year.)	Data will be collected using the Travel.state.gov Content Management system (CMS), with tracking and analytics by the OCS Web team. Percentage of pages that were reviewed within 12 months will be compared across the total number of applicable pages. Monitoring of the dates will allow determination whether updates are made on a consistent and regular basis. An annual review will provide the reporting mechanism to identify and address items still in need of review.
Process 99 percent of passport applications within publicly available timeframes	CA generates two reports using the Management Information System—the routine aging report and the expedite aging report—to determine if CA is meeting the customer service expectations posted on the Department’s website, https://travel.state.gov/content/passports/en/passports.html . The reports track the total number of days it takes to process an application.

Strategic Goal 2

Table 142: Strategic Objective 2.1: Promote American prosperity by advancing bilateral relationships and leveraging international institutions and agreements to open markets, secure commercial opportunities, and foster investment and innovation to contribute to US job creation

Key Indicator	Indicator Methodology
Number of Annual State Department high-level commercial advocacy efforts to support U.S. export of goods and services	The indicator tracks advocacy cases recorded as a “WIN” where interactions by senior Department of State officials (Ambassadors, Deputy Chiefs of Mission, Principal Officers, or Deputy Assistant Secretary level and above) supported the successful outcome in favor of a U.S. firm. This calculation is made using WINs recorded in the Advocacy Center’s Salesforce tracking database as having State contribution, Commerce’s annual Summaries of Wins document, and supplementary reporting to EB.
Number of U.S. aviation agreements reached or expanded	This indicator tracks official bilateral and multilateral agreements in the civil aviation sector, primarily those that expand access to foreign markets for U.S. carriers such as Open Skies agreements. In addition to the number of agreements concluded, when appropriate the Department may note relevant milestones relating to progress on reaching new agreements as well as discussions and actions taken to enforce existing air transport agreements where necessary to ensure a level playing field for U.S. industry. The indicator results include amendments to existing agreements that expand market access for U.S. airlines.
The World Bank’s Doing Business Trading Across Borders score for partner countries with USAID trade facilitation programming	These data come from the World Bank’s Doing Business database (http://www.doingbusiness.org), under the Trading Across Borders indicator. The indicator represents an average of the overall distance-to-frontier score, not the ranking, for those countries that benefit from USAID’s Trade and Investment programming for that year in USAID’s annual Operational Plans. The World Bank calculates these scores by taking the simple average of the distance-to-frontier scores for the time and cost for documentary and border compliance to export and import for that country. The World Bank gathers their data through a questionnaire administered to local freight-forwarders, customs brokers, port authorities, and traders.
Value of information and communications technology services exports	The U.S. Department of Commerce’s Bureau of Economic Analysis (BEA) gathers information about U.S. services exports as part of its estimation of U.S. GDP. This indicator is drawn from the BEA International Services dataset, Table 3.1, U.S. Trade in ICT and Potentially ICT-

Key Indicator	Indicator Methodology
	Enabled Services, by Type of Service, Line 1. These data are reported annually by BEA: https://apps.bea.gov/iTable/iTable.cfm?reqid=62&step=9&isuri=1&6210=4)
Number of companies participating in the U.S.-EU Privacy Shield	Tracks the official number of organizations that have completed self-certification to the U.S.-EU Privacy Shield Framework and are currently enrolled in the program. The DOC provides indicator data. Given the Privacy Shield was launched in August 2016, organizations were unable to complete self-certification prior to FY 2017, hence there are no figures available for FY 2016.
Number of economies participating in the Asia-Pacific Economic Cooperation Cross-Border Privacy Rules (APEC CBPR) Process	The APEC Secretariat tracks the number of economies that participate in the CBPR Process.
Number of private sector firms that have improved management practices or technologies because of U.S. Government assistance	Refer to the IRS for standard foreign assistance indicator EG.5.2-2
Number of countries that participate in State scientific fellowships and exchanges	The number of countries visited directly correlates to the number of countries that benefit from the exchanges and is an indicator of substantive engagement with partners to promote and expand engagement in science, technology, and innovation to boost American prosperity

Table 143: Strategic Objective 2.2: Promote healthy, educated, and productive populations in partner countries to drive inclusive and sustainable development, open new markets and support U.S. prosperity and security objectives

Key Indicator	Indicator Methodology
Value of annual sales of producers and firms that are receiving U.S. Government assistance	Refer to the IRS for standard foreign assistance indicator EG.3.2-26
Number of individuals in the agriculture system who have applied improved management practices or technologies with U.S. Government assistance	Refer to the IRS for standard foreign assistance indicator EG.3.2-24
Value of new private-sector investment leveraged by the U.S. Government to support food security and nutrition	Refer to the IRS for standard foreign assistance indicator EG.3.1-14
Number of children under age five reached with nutrition-specific interventions through programs funded by the U.S. Government	Refer to the IRS for standard foreign assistance indicator HL.9-1

Key Indicator	Indicator Methodology
Hectares under improved management practices or technologies that promote improved climate-risk reduction and/or natural-resources management	Refer to the IRS for standard foreign assistance indicator EG.3.2-28
Number of USAID Feed the Future evaluations completed	USAID continues to track the number of evaluations completed and uploaded onto our publicly accessible Development Experience Clearinghouse (DEC) website (https://dec.usaid.gov/dec/home/Default.aspx). Unlike other indicators, which include interagency results collected through the FTFMS, this indicator only tracks data from USAID. The completion date of an evaluation and the date of its upload to DEC often do not match. This report includes an evaluation in the quarter in which it appeared on the DEC, not when it was completed.
Percentage of female participants in U.S. Government-assisted programs designed to increase access to productive economic resources (assets, credit, income or employment)	Refer to the IRS for standard foreign assistance indicator GNDR-2
Percentage of participants reporting increased agreement with the concept that males and females should have equal access to social, economic, and political resources and opportunities	Refer to the IRS for standard foreign assistance indicator GNDR-4
Number of people reached by a U.S. Government-funded intervention providing gender-based violence services (e.g., health, legal, psycho-social counseling, shelters, hotlines, other)	Refer to the IRS for standard foreign assistance indicator GNDR-6
Number of legal instruments drafted, proposed, or adopted with U.S. Government assistance designed to improve prevention of or response to sexual and gender-based violence at the national or sub-national level	Refer to the IRS for standard foreign assistance indicator GNDR-5
Number of countries with improved learning in primary grades	USAID revised the methodology for this indicator in FY 2019. In previous years, USAID calculated the indicator by using Sustainable Development Goal (SDG) Indicator 4.1.1.b: “Proportion of children and young people at the end of primary school achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex.” However, insufficient data were available to support reporting. In FY 2019 and future years, USAID will calculate this indicator instead by using Foreign Assistance Standard Indicator ES.1-1: “Percent of learners targeted for U.S. Government assistance who attain a minimum grade-level proficiency

Key Indicator	Indicator Methodology
	in reading by the end of grade 2.” USAID made this change to improve data coverage and to report outcomes more closely aligned with USAID’s manageable interests. Refer to the IRS for standard foreign-assistance indicator ES.1-1
Number of learners in primary schools or equivalent non-school based settings reached with U.S. Government education assistance	Refer to the IRS for standard foreign assistance indicator ES.1-3
Number of firms receiving U.S. Government-funded technical assistance for improving business performance	Refer to the IRS for standard foreign assistance indicator EG.5.2-1
Full-time equivalent employment of firms assisted under U.S. Government programs	Refer to the IRS for standard foreign assistance indicator EG.5-2
Number of people gaining access to a basic drinking water service because of U.S. Government assistance	Refer to the IRS for standard foreign assistance indicator HL.8.1-1
Number of people gaining access to a basic sanitation service because of U.S. Government assistance	Refer to the IRS for standard foreign assistance indicator HL.8.2-2
Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation because of U.S. Government assistance	Refer to the IRS for standard foreign assistance indicator EG.10.2-3
Number of people receiving livelihood co-benefits (monetary or non-monetary) associated with the implementation of U.S. Government sustainable landscapes activities	Refer to the IRS for standard foreign assistance indicator EG.13-5
Number of countries that have positive engagements on strategically addressing air pollution with the U.S. Government	Priority countries for air quality engagement are identified based on pollution levels in their cities in the WHO’s database of annual concentration data, as well as other criteria such as population density, economic development, bilateral relationships, existing regional initiatives, and export potential for U.S. pollution control technologies. Indications of positive engagement on air pollution include, but are not limited to: increased availability of reliable data through more monitoring networks reporting real-time data with transparent methods; deployment of studies to test monitoring and mitigation technology in high pollution areas and to identify pollution sources; expanded availability of health messaging for the public on what air quality levels mean and how to reduce exposure to air pollution; new air quality laws, regulations, or policies, or strengthened enforcement of existing laws and regulations; and reduced annual particulate matter concentrations from modeled or actual data between initial engagement and

Key Indicator	Indicator Methodology
	2025 (particulate matter is an air pollutant that is particularly damaging to human health). This indicator measures positive engagement with countries on air quality, with an ultimate goal of enhancing the availability, reliability, and relevance of air quality data worldwide, and addressing poor air quality through laws, regulations, and other programs.

Table 144: Strategic Objective 2.3: Advance U.S. economic security by promoting market-oriented economic and governance reforms, combating corruption, and ensuring energy security

Key Indicator	Indicator Methodology
Number of beneficiaries with improved energy services due to U.S. Government assistance	Refer to the IRS for standard foreign assistance indicator EG.7.1-1
Value of U.S. exports of 1) energy resources; 2) energy-sector services; and 3) energy technologies, including future contracted sales that are supported by State and USAID efforts	The Department will inventory U.S. energy exports that result from State's and USAID's efforts, including exports of pipeline gas and liquid natural gas (LNG), energy-sector services, and energy technologies (including energy equipment). Energy-resource exports focus on, but are not restricted to, exports of natural gas. Energy-sector services and energy technologies include all energy sectors, such as oil and gas, coal, nuclear, renewables, and energy storage. Support from the Department and USAID requires substantive involvement in the export result. This includes, for example, advocacy on behalf of U.S. companies, introductions of U.S. exporters to foreign importers, diplomatic efforts, and facilitating investment projects leading to U.S. exports.
Amount of investment mobilized (in USD) for energy projects (including clean energy) as supported by U.S. Government assistance	Refer to the IRS for standard foreign assistance indicators EG.7.2-1 and EG.12-4
Clean energy generation capacity (MW) supported by U.S. Government assistance that has achieved financial closure	Refer to the IRS for standard foreign assistance indicator EG.12-5
Number of energy sector laws, policies, regulations, or standards formally proposed, adopted, or implemented as supported by U.S. Government assistance	Refer to the IRS for standard foreign assistance indicators EG.7.3-1 and EG.12-3

Key Indicator	Indicatory Methodology
Number of countries that improved their energy infrastructure to reduce their vulnerability to a dominant gas supplier or to reduce dependence on an oil subsidy scheme, or reduced their oil imports supplied through foreign subsidy schemes supported by State and USAID efforts (from a 2016 baseline)	<p>State modified the 2016 baseline for this indicator to reflect that infrastructure can be calculated more easily on an FY basis, while oil import data are typically reported on a calendar year basis. Therefore, the existing energy infrastructure for European, Central American, and Caribbean countries are reported as a comparison in FY 2018 compared to FY 2016, and the oil imports data for FY 2018 is 2017 calendar year data as compared to 2016 calendar year data. “Dominant supplier” is defined as a single foreign country (not the United States) that supplies, through non-transparent, state-controlled oil and gas companies, more than 50 percent of a country’s natural-gas imports. Gas suppliers that are private-sector companies or state-controlled companies with transparent corporate governance will not be considered dominant suppliers. The focus is on expanding gas-import and internal pipeline infrastructure to improve resilience against foreign suppliers that use dependence upon gas imports as political and economic leverage, such as Russia in Central and Eastern Europe. “Foreign-subsidy schemes” for oil imports involve the below-market provision of oil and/or oil products by a government or state-owned oil company to a country. As with dominant gas suppliers, the focus is on those that could use such schemes for political and economic leverage with the recipients. One example is Venezuela’s Petrocaribe program, as well as politically driven petroleum sales.</p>
Number of government officials receiving U.S. Government-supported anti-corruption training	<p>Refer to the IRS for standard foreign assistance indicator DR.2.4-1</p>
Number of people affiliated with non-governmental organizations receiving U.S. Government-supported anti-corruption training	<p>Refer to the IRS for standard foreign assistance indicator DR.2.4-3</p>
Number of anti-corruption measures proposed, adopted or implemented due to U.S. Government assistance, to include laws, policies, or procedures	<p>Refer to the IRS for standard foreign assistance indicator DR.2.4-4</p>
Number of target countries with new Fiscal Transparency Innovation Fund projects	<p>Data for this indicator come from program records maintained by the Department of State and USAID. Because the indicator is a simple count of countries assisted, there are no data-quality issues.</p>

Strategic Goal 3

Table 145: Strategic Objective 3.1: Transition nations from assistance recipients to enduring diplomatic, economic, and security partners

Key Indicator	Indicator Methodology
Percentage of USAID Country Development Cooperation Strategies (CDCSs) that include a Development Objective, Intermediate Result, Sub-Intermediate Result, or transition section that addresses ways to strengthen host-country capacity to further its self-reliance	USAID's Bureau of Policy, Planning, and Learning (PPL) will track the number of countries with CDCSs that include a Development Objective, Intermediate Result, Sub-Intermediate Result, or transition section that addresses ways to strengthen host-country capacity to further self-reliance for each country that receives resources from the Economic Support and Development Fund (ESDF). In some cases, this could be a sector-specific aspect of self-reliance, such as education or health. In other cases, it could be a cross-cutting aspect of self-reliance, such as one that builds the country's capacity to mobilize domestic resources through taxes or the growth of the private sector.

Table 146: Strategic Objective 3.2: Engage international fora to further American values and foreign policy goals while seeking more equitable burden-sharing

Key Indicator	Indicator Methodology
United Nations peacekeeping rate of assessment	Data for this indicator come from reports prepared by the secretariats of the UN and other international organizations that maintain information on the scales of assessments that determine the percentages and amounts of countries' assessed contributions. For example, the UN secretariat publishes information on the UN scales of assessments based on establishment of a methodology laid out in a resolution adopted by the United Nations General Assembly. There are no known limitations to the quality of these data, which are based on a rigorous methodology based on economic data collected by the United Nations Statistics Division.

Table 147: Strategic Objective 3.3: Increase partnerships with the private sector and civil society organizations to mobilize support and resources and shape foreign public opinion

Key Indicator	Indicator Methodology
Amount of resource commitments by non-U.S. Government public and private entities in support of U.S. foreign-policy goals	<p>The Department and USAID conduct an annual data-collection to track funding and in-kind resource commitments made by public, private, and other non-governmental partners through public-PPPs. State and USAID have moved toward a more formal process of collecting data on externally leveraged resources, which culminated in the launch of a dedicated PPP module in FACTS in FY 2017. Since 2015, the Department has required domestic offices and overseas posts that seek Department approval for partnerships to provide data on PPPs. This practice, in addition to streamlining PPP data collection through the FACTS Info system, has led to more complete and consistent reporting of PPPs for the Department. USAID does not have a centralized approval process for partnerships, but the Agency has made substantial progress in institutionalizing the data-collection process and collecting more complete partnership data. The Department and USAID define a PPP as a collaborative working relationship with external, non-U.S. government partners (e.g., businesses, financial institutions, entrepreneurs, investors, nonprofits, universities, philanthropists, and foundations) in which the goals, structure, governance, and roles and responsibilities are mutually determined and decision-making is shared. USAID often reports data on resources mobilized from bilateral/multilateral donors, private philanthropies, and other NGOs through this data-collection process.</p>
Number of civil society organizations (CSOs) receiving U.S. Government assistance engaged in advocacy interventions	<p>Refer to the IRS for standard foreign assistance indicator DR.4.2-2</p>
Number of U.S. school communities (K-12 schools, colleges, and universities), businesses, and other private sector organizations in support of U.S. Government-funded diplomatic exchange programs	<p>ECA's Evaluation Division works closely with ECA program teams to create performance measures that are responsive to the Bureau's data needs, as well as responsive to the Annual Performance Review. These measures are designed to track program performance and the direction, pace, and magnitude of change of ECA programs, which will strengthen feedback mechanisms.</p> <p>Data for this indicator are drawn from State/ECA's program office administrative records and from the bureau's implementing organizations. The indicator includes representative categories of individual American citizens and American companies since partnerships that build international networks and business opportunities for Americans are created at both the personal and institutional level.</p>

Key Indicator	Indicator Methodology
Percent of participants reporting ability to apply digital skills learned at TechCamp to their work	State surveyed TechCamp participants approximately 120-180 days after each workshop to measure the degree to which alumni have been able to apply the digital skills learned at TechCamp to advance their work around key foreign policy priorities.
Visitors to exchange program events, U.S. educational advising, cultural offerings, information sessions and professional networking opportunities at American Spaces	ECA requires regular, timely, accurate, and relevant reporting of statistics from all American Spaces. American Spaces collect data on all programs, activities, and visitors, and report data through posts to ECA. ECA also encourages posts to work closely with American Spaces under their oversight to develop an evaluation culture, with regular customer satisfaction surveys for programs, resources, and staffing. This key indicator reflects all types of programs held in American Spaces, including paid English language classes held at Binational Centers. That accounts for the difference between the target for FY 2018 and the actual attendance, as ECA continued to count English Language classes as programs in FY 2018 and FY 2019. The Binational Centers represent a unique model, primarily in the Western Hemisphere Affairs (WHA) region, and are long-time, esteemed American Spaces partners that are dedicated to reflecting U.S. values and foreign policy priorities in all programs. In FY 2019, American Spaces achieved a 99 percent reporting rate.
Percent of U.S. Government-sponsored foreign exchange program participants who report a more favorable view of the American people	For previous years, ECA program participants completed voluntary pre-, post- and follow-up (approximately nine months to one-year post-program) surveys from ECA's Evaluation Division that collect data on standardized indicators across a small sample of ECA programs. All performance measurement surveys were designed by the Division's specialists. ECA performance measurement indicator data were captured through these electronic surveys administered on ECA's specialized online performance measurement system. After each survey was conducted, all data received were reviewed for quality, analyzed, and reported.
Number of staff trained on the principles of PSE	USAID University will collect the data on the number of staff trained, which the contractor that oversees training under the PSE Team will validate. USAID will count participants in the Mobilizing Finance for Development and Private-Sector Engagement 101 course. The Agency will also count participants in customized versions of these core trainings offered to individual M/B/IOs, and/or any successor training programs created by the PSE Hub within DDI.
Percent of staff who "agree" or "strongly agree" that their OUs adhere to USAID's PSE Policy	The PSE team conducted an all-Agency baseline survey of USAID staff in the fourth quarter (Q4) of FY 2019: 276 people responded from 78 OUs. USAID will repeat the survey in Q4 of both FY 2020 and FY 2021.
Percent of Missions that report multiple active partnerships with the private sector	Since 2014, the Global Development Lab, now part of the Bureau for Development, Democracy, and Innovation (DDI), has collected and analyzed Agency-wide data on public-private partnerships (PPPs) through an annual data call to all Missions. Currently, the PSE Hub

Key Indicator	Indicator Methodology
	within DDI, in coordination with the Office of U.S. Foreign Assistance at the U.S. Department of State (State/F), collects and stores current and historical data on PPP in the PPP module of the Foreign Assistance Coordinating Tracking System (FACTS) Info NextGen system and submits them to USAID's Development Data Library (DDL). Missions report the data, and therefore this process might not capture every partnership. The Data Hub within DDI will administer the annual data call and continue to refine the process of collecting and analyzing the data.

Table 148: Strategic Objective 3.4: Protect American values and leadership by preventing the spread of disease and providing humanitarian relief

Key Indicator	Indicator Methodology
Absolute change in the under-five mortality rate (decrease per 1,000 live births)	FY 2019 data come from the Inter-Agency Working Group on Child Mortality Estimates 2019, and USAID weighs the data by using United Nations (UN) World Prospects birth-cohort estimates to provide the aggregate estimate for USAID's 25 priority countries. Improvements in mortality outcomes are the result of increasingly effective efforts to link diverse health programs – in maternal and child health (MCH), malaria, voluntary family planning's contribution to the healthy timing and spacing of pregnancy, nutrition, HIV/AIDS, and sanitation and hygiene. All these efforts contribute to ending preventable child and maternal deaths.
Absolute change in total percentage of children who received at least three doses of pneumococcal vaccine by 12 months of age	Data Source: World Health Organization (WHO)/United Nations Children's Fund (UNICEF). USAID collects data for this indicator by Calendar Year, which overlaps with the Federal Fiscal Year. For this reason, the Agency reports the difference in data from Calendar Years 2018 and 2019 for FY 2020.
Absolute change in total percentage of births delivered in a health facility	Deliveries in health facilities in USAID's 25 MCH priority countries came from Demographic Health Survey (DHS), Multiple Indicator Cluster Survey (MICS), or other surveys and averaged (weighted by live births) each year. USAID collects data for this indicator by Calendar Year, which overlaps with the Federal Fiscal Year. For this reason, the Agency reports the difference in data from Calendar Years 2018 and 2019 for FY 2020.
Absolute change in the prevalence rate of modern contraceptives	Annual country estimates of mCPR are derived from a combination of actual data (when new data are available in that year) and projected values (for countries that do not have new survey data). Data sources include the Demographic and Reproductive Health Surveys (DHS/RHS), MICS, and Performance Monitoring and Accountability 2020 (PMA 2020) surveys. This

Key Indicator	Indicator Methodology
	<p>indicator measures the percentage of in-union women of reproductive age (age 15-49) (WRA) using, or whose partner is using, a modern method of contraception at the time of the survey. The numerator is the number of in-union WRA using modern contraception, and the denominator is the number of WRA in union. Modern contraceptive methods include fertility awareness methods (FAM), short acting, long acting, and voluntary permanent methods. Annual country estimates of mCPR are derived through dynamic averages using all available data points from DHS/RHS, MICS, and PMA2020 survey data.</p>
<p>Annual total number of people protected against malaria with insecticide-treated nets</p>	<p>The data are reported from country reports to the PPR and the PMI Annual Report on the number of ITNs distributed with PMI funding. This information is collected on an annual basis from all PMI countries. For each ITN distributed, PMI assumes two people protected, as defined by the global standard. For targeting, GH tries to consider the timing of all campaigns that are supported across the 27 PMI countries and not only count the ITNs that PMI procured but also the ITNs that other donors procured that PMI helped to distribute with U.S. government funds.</p>
<p>Absolute change in the rate of exclusive breastfeeding among children under six months of age</p>	<p>Data on the change in rate of exclusive breastfeeding among children under six months of age in USAID's 25 MCH priority countries came from DHS, MICS, or other surveys and averaged (weighted by live births) each year. USAID collects data for this indicator by Calendar Year, which overlaps with the Federal Fiscal Year. For this reason, the Agency reported the difference in data from Calendar Years 2018 and 2019 for FY 2020.</p>
<p>Percent of shipments of contraceptive commodities that are on time</p>	<p>The data are generated from the Procurement Agent management-information system (MIS). The indicator measures the timeliness of contraceptive commodity shipments to the following countries, as applicable: Afghanistan, Bangladesh, Benin, Burkina Faso, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Ghana, Guinea, Haiti, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Nigeria, Pakistan, Philippines, Rwanda, Senegal, South Sudan, Tanzania, Togo, Uganda, Yemen, and Zambia. The indicator is reported for all appropriate countries noting that the needs of countries (and therefore the number of countries) may vary quarter-to-quarter and year-to-year. "Shipments" are those requested by USAID Missions through the Central Contraceptive Procurement program. The indicator is calculated as the cumulative average of commodity line item delivered on time each quarter as a proportion of total line items expected to be delivered in that period. A line item is considered on time if it is delivered to the recipient within the minimum delivery window of 14 calendar days before the Agreed Delivery Date (ADD) through seven calendar days after the ADD, for a</p>

Key Indicator	Indicator Methodology
	total window of three weeks. This delivery window aligns with the definition set by GH for measurement of on-time shipment performance for its centrally managed supply-chain projects.
Percent of shipments of contraceptive commodities that are on time and in full	The data are generated from the Procurement Agent management-information system (MIS). The indicator currently measures the timeliness of contraceptive commodity shipments to the following countries, as applicable: Afghanistan, Bangladesh, Benin, Burkina Faso, Côte d'Ivoire, Democratic Republic of Congo, Ethiopia, Ghana, Guinea, Haiti, Kenya, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Nepal, Niger, Nigeria, Pakistan, Philippines, Rwanda, Senegal, South Sudan, Tanzania, Togo, Uganda, Yemen, and Zambia. The indicator is reported for all appropriate countries, noting that the needs of countries (and therefore the number of countries) may vary quarter-to-quarter and year-to-year. "Shipments" are those requested by USAID Missions through the Central Contraceptive Procurement program. The indicator is calculated as the cumulative average of commodity line item delivered on time and in full each quarter as a proportion of total line items delivered in that period. A line item is considered on time and in full if it is delivered to the recipient at the requested quantity within the minimum delivery window of 14 calendar days before the ADD through seven calendar days after the ADD, for a total window of three weeks. This delivery window aligns with the current definition set by GH for measurement of on-time shipment performance for its centrally managed supply-chain projects.
Number of adults and children newly diagnosed with HIV	PEPFAR data are primarily collected via the Data for Accountability, Transparency, and Impact Monitoring (DATIM) system. DATIM features robust data-quality checks using more than 100 validation rules. All PEPFAR data collected via DATIM and other sources are housed in a data warehouse that is part of the PEPFAR Data and Analytics Platform (PDAP) that applies additional data validation checks and ensures consistency across various analytic platforms and datasets. The established data validation checks flag instances when entries are illogical within, and across, indicators reported by PEPFAR.
Number of adults and children currently receiving antiretroviral therapy (ART)	PEPFAR data are primarily collected via the Data for Accountability, Transparency, and Impact Monitoring (DATIM) system. DATIM features robust data-quality checks using more than 100 validation rules. All PEPFAR data collected via DATIM and other sources are housed in a data warehouse that is part of the PEPFAR Data and Analytics Platform (PDAP) that applies additional data validation checks and ensures consistency across various analytic platforms and datasets. The established data validation checks flag instances when entries are illogical within, and across, indicators reported by PEPFAR.

Key Indicator	Indicator Methodology
Number of adults and children newly enrolled on antiretroviral therapy (ART)	PEPFAR data are primarily collected via the Data for Accountability, Transparency, and Impact Monitoring (DATIM) system. DATIM features robust data-quality checks using more than 100 validation rules. All PEPFAR data collected via DATIM and other sources are housed in a data warehouse that is part of the PEPFAR Data and Analytics Platform (PDAP) that applies additional data validation checks and ensures consistency across various analytic platforms and datasets. The established data validation checks flag instances when entries are illogical within, and across, indicators reported by PEPFAR.
Number of males circumcised as part of the voluntary medical male circumcision (VMMC) for HIV prevention program within the reporting period	PEPFAR data are primarily collected via the Data for Accountability, Transparency, and Impact Monitoring (DATIM) system. DATIM features robust data-quality checks using more than 100 validation rules. All PEPFAR data collected via DATIM and other sources are housed in a data warehouse that is part of the PEPFAR Data and Analytics Platform (PDAP) that applies additional data validation checks and ensures consistency across various analytic platforms and datasets. The established data validation checks flag instances when entries are illogical within, and across, indicators reported by PEPFAR.
Percentage of NGO or other international organization projects that include dedicated activities to prevent and/or respond to gender-based violence	The unit of measure is State-funded projects. The numerator will be the number of State-funded NGO or international organization projects that include activities designed specifically to prevent and/or respond to GBV, while omitting any double-counting by eliminating partner projects that are cost-modifications or no-cost extensions of projects already counted. The denominator will be the total number of State projects; the result will be multiplied by 100 for the percentage. Annual data will come from the State Department's internal award-document tracking system, and from implementing partners (oral or written). A limitation of this indicator is its inability to report on the quality of GBV program activities or the ultimate achievements of dedicated activities to prevent and/or respond to GBV.
Protection Mainstreaming in NGO proposals	All USAID/BHA proposals are required to mainstream protection according to the new FY 2021 BHA Application Guidelines , as well as legacy OFDA Application Guidelines and legacy Food for Peace Annual Program Statements applicable to FY 2020. The numerator is the number of NGO proposals received by USAID/BHA that include protection mainstreaming; the denominator is the total number of NGO proposals received by USAID/BHA. The data source for this indicator is a USAID internal proposal-tracking database. BHA's Safe and Accountable Programming Team reviews all NGO applications to ensure adherence to this requirement and confirm partners are integrating GBV risk mitigation and safe programming principles across all sectors of BHA's response efforts. Any NGO partners who do not meet this requirement will not be approved for funding. In addition, all NGO partners are required to provide a protection

Key Indicator	Indicator Methodology
	from sexual exploitation policy and implementation plan, and an Accountability to Affected Populations plan both of which further promote beneficiary safety, and meaningful representation in program practices and approaches.
Percentage of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals that PRM commits funding to within three months	Data sources include PRM's internal funding-tracking system and PRM's Funding Policy, and Program Review Committee electronic records. The numerator is the number of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals to which PRM commits funding within a 3-month window in a 12- month FY period; the denominator is the total number of UNHCR Supplementary Appeals and ICRC Budget Extension Appeals made that PRM selects to fund during the 12-month fiscal year period. The indicator only covers funding for UNHCR Supplementary Appeals and ICRC Budget Extensions; additional humanitarian response programming is discussed in the indicator narrative. External reasons outside PRM's control could result in an appeal response time that is longer than three months.
Percent of disaster declarations responded to within 72 hours	The above figures provide a summary of BHA's immediate responses to new disaster declarations only, as measured by the transfer of a disaster-response cable to the cable room and the submission of an email response with fund cite information, within 72 hours of the circulation of a disaster-declaration cable. The figures do not consider disaster redeclarations or adjustments to end-of-year disaster-response totals. USAID/BHA sources data from 1) an internal program-management database that keeps a record of official cables; 2) Senior Management Team notification of the deployment of a Disaster-Assistance Response Team or the activation of another assistance team; and 3) Humanitarian Information Team records of a disaster declaration.

Strategic Goal 4

Table 149: Strategic Objective 4.1: Strengthen the effectiveness and sustainability of our diplomacy and development investments

Key Indicator	Indicator Methodology
Percentage of completed evaluations used to inform management and decision making	Each year, State and USAID conduct a data call for prior-year evaluations. The methodology for calculating the indicator is to divide the number of completed evaluations in each FY that met or exceeded the intended use by the total number of completed evaluations that FY.
Percent of completed foreign assistance evaluations with a local expert as a member of the evaluation team	The nominator for this indicator is any completed USAID-commissioned evaluation for a FY during which an individual indigenous to the country or region with evaluation or sector expertise participated on the evaluation team, either as a team member or team leader. The denominator is all USAID-commissioned evaluations completed in the same FY. The data are reported by USAID Missions and OUs in the Evaluation Registry in the FACTS. OUs individually report the evaluations they plan to initiate within the next three FYs, currently have ongoing, or have completed within the FY. Data in the Registry can be updated on an ongoing basis but are reviewed and validated annually, along with the rest of the data in the Performance Plan and Report (PPR). USAID prioritized data retrievable from existing systems in the development of new indicators. The use of existing systems relieves field staff from additional reporting burdens and provides data sourced from proven and well-tested collection methods. Indicator data are reported based on current results in the Evaluation Registry. Registry review is in process, and submissions were not finalized at the time of publication. Information will be updated when data are available.
Percentage of new awards that use co-creation	The numerator for the indicator is the number of new awards that used a co-creation approach in each Operating Unit; the denominator is the total number of new awards in the time period. The parameters for the report are: (i) Data include program and operating funds; (ii) Data include all new awards with obligations equal to or greater than \$250,000; and (iii) Data exclude Blanket Purchase Agreements (BPA), Basic Ordering Agreements (BOA), Interagency Agreements (IA), Indefinite-Delivery Indefinite Quantity (IDIQ), Purchase Card (PC), Public International Organization (PIO), Purchase Order (PO), and Personal Services Contractors (PSC).

Key Indicator	Indicator Methodology
Percentage of obligations made through co-creation	<p>The numerator for the indicator is obligations to new awards (i.e., the first obligation of an award) that used a co-creation approach in each Operating Unit; the denominator is the total value of all Agency first obligations to new awards in the time period.</p> <p>The parameters for the report are: (i) Data include program and operating funds; (ii) Data include all new awards with obligations equal to or greater than \$250,000; and (iii) Data exclude Blanket Purchase Agreements (BPA), Basic Ordering Agreements (BOA), Interagency Agreements (IA), Indefinite-Delivery Indefinite Quantity (IDIQ), Purchase Card (PC), Public International Organization (PIO), Purchase Order (PO), and Personal Services Contractors (PSC).</p>
Direct awards to new and underutilized partners	USAID is moving forward with alternative indicators.
Sub-awards to new and underutilized partners	USAID is moving forward with alternative indicators.
Field Operating Units -Percentage of obligations made to new and underutilized partners.	<p>The numerator for this indicator is total direct (prime) award obligations to NUPs in a given FY, and the denominator is the total obligations, excluding Public International Organizations (PIOs), in a given FY.</p> <p>This indicator measures prime NUPs, defined in Automated Directives System (ADS) Chapter 303 as a partner that has received less than \$25 million in prime and sub-awards from USAID over a five-year period.</p>
Field Operating Units - Percentage of obligations made through sub-awards to new and underutilized partners.	<p>The numerator for this indicator is total sub-obligations to NUPs in a given FY, and the denominator is the total obligations, excluding PIOs, in a given FY.</p> <p>This indicator measures sub-awardee NUPs. A NUP is defined in ADS Chapter 303 as a partner that has received less than \$25 million in prime and sub-awards from USAID over a five-year period.</p>
Washington Operating Units - Percentage of obligations made to new and underutilized partners.	<p>The numerator for this indicator is total direct (prime) award obligations to NUPs in a given FY, and the denominator is the total obligations, excluding PIOs, in a given FY.</p> <p>This indicator measures prime NUPs, defined in ADS Chapter 303 as a partner that has received less than \$25 million in prime and sub-awards from USAID over a five-year period.</p>
Washington Operating Units - Percentage of obligations made through sub-awards to new and underutilized partners.	<p>The numerator for this indicator is total sub-obligations to NUPs in a given FY, and the denominator is the total obligations, excluding PIOs, in a given FY.</p> <p>This indicator measures sub-awardee NUPs, defined in ADS Chapter 303 as a partner that has received less than \$25 million in prime and sub-awards from USAID over a five-year period.</p>

Key Indicator	Indicator Methodology
USAID Best in Class (BIC)	Number of addressable contract dollars awarded to vehicles designated as Best-in-Class (BIC), a designation that requires contracts are well-managed, vetted, and recommended. Over 30 BIC contracts have been designated.
USAID Spend Under Management (SUM)	Number of contract dollars awarded to contract vehicles designated as Spend Under Management (SUM). SUM is the percentage of an organization's spend that is actively managed according to category-management principles, or smart decision-making where agencies buy the same kinds of goods and services through best-value solutions.

Table 150: Strategic Objective 4.2: Provide modern and secure infrastructure and operational capabilities to support effective diplomacy and development

Key Indicator	Indicator Methodology
Number of OUs Adopting DIS	The DIS Team's definition of an OU is consistent with the OU definition found in the glossary of the Agency's operating policy, the ADS: field Missions and regional entities, as well as Regional Bureaus, Pillar Bureaus, and Independent Offices in USAID/Washington that expend funds to achieve program objectives. The DIS Team considered an OU as having adopted DIS once the required baseline OU data and the Performance Plan and Report (PPR) indicators are set up in DIS, and the Mission is able to use DIS to collect results and manage their activities. DIS will continue to provide end-user training and post-adoption support to answer questions and correct issues should they arise. There are no known data limitations.
Supply chain cost savings	State will use the ILMS high-performance analytic appliance data warehouse, which is replicated daily from the ILMS transactional databases. The Department's use of metrics improves data quality by identifying erroneous transactions such as trip tickets where mileage-driven information may have been entered incorrectly. The Department highlights these transactions for posts.
Percent of IT procurements reviewed and approved by the Department CIO that are aligned to specific IT Investment through the Department's Capital Planning and Investment Control (CPIC) process	The data for this indicator came from the reported IT acquisitions reviewed and approved by the CIO. These data are analyzed based on the IT Portfolio Summary information that is prepared and submitted to OMB as part of the annual budget request. Bureaus, offices, and overseas posts self-reported the IT acquisitions data on a SharePoint site and tracking was manual. The data only reflect self-reported information from the SharePoint site due to incomplete and erroneous reports pulled from the automated system. This resulted in IT acquisitions reviewed by the CIO that are not captured in the Department's FY 2019 results. Using a more authoritative process in FY 2019 avoided some of the double counting that occurred in FY

Key Indicator	Indicator Methodology
	<p>2018. A team reviews and crosswalks IT acquisitions and investment information. Maturing these processes will improve the Department's ability to identify IT plans that require expenditure, and track those IT plans in the budget, acquisition, and accounting systems. Identifying IT plans in all three systems may provide the CIO enterprise-wide visibility into the Department's planned and actual IT expenditures. As the Department better categories its IT environment, the indicator will become more useful to measure the CIO's involvement in IT acquisitions.</p>
<p>Percent of IT funding the Department CIO has direct review and oversight of</p>	<p>The Department used budget data from the CPIC process. The Department's budget officers are responsible for the development of bureaus' budgets and the IT controls across the Department's bureaus and offices. The CIO required bureaus to submit executive certification of their IT resource plans, which include IT spending actuals. The CPIC process compared the certified plans and budget information against other available financial data sets to validate accuracy. Bureaus able to satisfy the requirements are included in the indicator. However, at this time the Department does not have this specific level of information, or a fully deployed certification process with full participation across the enterprise. The Department will continue to integrate this certification process with the FY 2022 budget formulation.</p>
<p>Percent of Civil Service and Foreign Service IT workforce with known cloud-specific certifications on file</p>	<p>The data for this FY 2019 indicator comes from the FSI SIP database and is reflected in the newly developed IT SIP dashboard that captures all current SIP participant certifications and credentials and displays this information for all IT employees participating in the program. The database facilitates the submission of applications and retains participant information for real-time analysis on the number of IT FTEs participating and the count of all submitted IT certifications. The Bureau of Information Resources Management (IRM) continues to seek additional data sources to reflect a more accurate picture. Currently, the certification data in the FSI SIP database is considered accurate because participants can verify whether their credentials have been uploaded into the database appropriately. The new application data are pulled from and verified through the Global Employee Management System (GEMS), which initially validates employees' personal information and eligibility based on their employee ID number and skill code. IRM decides which IT SIP certifications count toward this indicator.</p>
<p>Percentage of systems that leverage the enterprise IDMS/ICAM solution</p>	<p>Please refer to the IT Modernization APG Action Plans on performance.gov.</p>
<p>Percentage of FISMA reportable systems that have an ATO</p>	<p>Please refer to the IT Modernization APG Action Plans on performance.gov.</p>

Key Indicator	Indicator Methodology
Percentage of Posts that have Wi-Fi enabled to support SMART Mission	Please refer to the IT Modernization APG Action Plans on performance.gov.
Percentage of Bureau Executives that annually certify that their reported IT investments are accurate, strategically aligned, and meet privacy, cybersecurity framework, and incremental development requirements	Please refer to the IT Modernization APG Action Plans on performance.gov.
Percentage of network environments, with automated discovery, reporting IT assets to an Enterprise Configuration Management Data Base (CMDB) repository to support federal reporting requirements and advanced decision-making	Please refer to the IT Modernization APG Action Plans on performance.gov.
Develop and pilot AI/Predictive Modeling initiatives	Please refer to the IT Modernization APG Action Plans on performance.gov.
Percentage of employee data-related position descriptions created	The office of Global Talent Management (GTM), in collaboration with M/SS, leverages HR data to assess over 13,000 civil service positions and apply relevant data-related job series to determine position descriptions with data practitioner skillsets. A new set of position descriptions are being created and will be applied in conjunction with OPM's upcoming data scientist job series to identify increases in the number of data-related positions over time.
Number of available in-house data practitioner courses	The Foreign Service Institute (FSI) conducts a needs assessment and gathers data from evidence and research to determine if a course is created. The FSI School of Applied Information Technology has identified the need and built courses around data literacy. Through the data literacy program, FSI provides the number of available in-house data practitioner courses to determine if there are increased levels of data skill training opportunities.
Number of participants completing in-house and partner endorsed data analytics courses	The Foreign Service Institute (FSI), Office of the Registrar owns and maintains the Department's training records. The FSI School of Applied Information Technology has identified the need and built courses around data literacy. FSI's IT services ensures proper system integrity. The number of participants that completed in-house and partner endorsed data analytics courses are reported to determine increased use of data training opportunities.
Number of key mission and business identified data sets enrolled in initial releases of data catalog	The Data Inventory Data Catalog (DI/DC) team within M/SS defined data inventory as a list of datasets with metadata that describes their contents, source, licensing, and other useful information. A data catalog is a tool which informs users of what is available in the data inventory. The DI/DC team developed an agile baseline process and established initial dataset intake priorities by surveying EDC liaisons. The DI/DC team will then obtain necessary access to internal or external datasets to inventory and catalog

Key Indicator	Indicator Methodology
Number of data liaisons identified for each Bureau	The Enterprise Data Strategy (EDS) team receives names of recommended liaisons to provide bureau level knowledge of data needs, challenges, and priorities. They liaise between Enterprise Data Council (EDC) members and the EDS team to help execute approved enterprise-wide data initiatives.
Completion percentage of the Department's Enterprise Data Strategy	The Enterprise Data Strategy (EDS) team is creating the Agency's first enterprise data strategy. The completion percentage is based on how many of the phases have been completed. For instance, if the EDS has four phases and have completed three, they have completed 75 percent.
Number of core programs applying data analytics products as reported by Bureau data liaisons	Data liaisons self-report the number of core programs applying data analytics via a distributed survey.
Bureau liaisons reporting on 25% or better improvement in the time to meet business requirement reporting through the application of enhanced data management processes, tools, and techniques	Data liaisons self-report the creation of data analytics cells within their bureau/office, as well as improved reporting times via quarterly distributed survey.
Percentage increase in the number of data sets and analytical products available for enterprise use	The Bureau of Information Resource Management (IRM) coordinated with the Data Inventory/Data Catalog (DI/DC) team to confirm the number of datasets and checked the Center for Analytics (CfA) portal to determine the number of analytical products available for enterprise use and increases per quarter
Percentage increase in the number of data technology tools certified for enterprise-wide implementation	The Bureau of Information Resource Management (IRM) used a baseline of technology to include but is not limited to: PowerBI, ServiceNow, Salesforce, Tableau Server, Tableau Desktop, Tableau Prep, Knime, Anaconda, R Studio, SSMS, Azure Storage Explorer. IRM looks at their technology infrastructure to determine the number of additional technology tools that address business reporting and analysis needs.

Table 151: Strategic Objective 4.3: Enhance workforce performance, leadership, engagement, and accountability to execute our mission efficiently and effectively

Key Indicator	Indicator Methodology
Overall score on Human Capital function of GSA's Customer Satisfaction Survey (or USAID's equivalent survey)	For the Department, data for this indicator come from the GSA Benchmarking Customer Satisfaction Survey. There could be limitations associated with GSA's collection and analysis of the data. For USAID, data for this indicator come from the Agency's annual Customer Service Survey, which incorporates key questions from GSA's Benchmarking Customer Satisfaction Survey. USAID uses the same scale as GSA to create a score for the indicator. However, unlike GSA, USAID considers the responses of all staff who took the survey. The

Key Indicator	Indicator Methodology
	survey results reflect the perceptions of those staff that completed the survey. It is worth noting that for the data point reported above, the dates vary depending on whether the information is presented by reporting year or data collection year. The table above notes the reporting year, which reflects prior FY data.
Overall score on FEVS Employee Engagement Index (EEI) – (State only)	Data for this indicator will be sourced from OPM’s FEVS (www.viewpoint.opm.gov). There may be limitations associated with OPM data collection and analysis.

Table 152: Strategic Objective 4.4: Strengthen security and safety of workforce and physical assets

Key Indicator	Indicator Methodology
Percent of reviewed posts receiving a 95-100 percent PSPR score	The target PSPR compliance rating score percentage is derived from the total number of reviews conducted in the fiscal post achieved “Fully Mission Capable” (95-100 percent scores).
Number of U.S. Government employees and local staff moved into safer and more secure facilities	Information is provided internally by OBO’s Office of Construction Management (OBO/CFSM/CM). To calculate this metric OBO/CFSM/CM compiles a list of all facilities completed within the reporting period as established in the Certificate of Occupancy cables issued prior to post occupying a newly constructed facility. Projects included are defined as business occupancy facilities and are comprised of New Embassy Compounds, New Consular Compounds, and Major Rehabilitations. Bureau offices will continue to review the data and track project milestones and project completions to ensure the most accurate and available data are being reported during the fiscal year.
Percentage of USAID Global Health and Management Bureau staff moved to newly leased facility	Data source is Administrative Management Services (AMS) staff directories and staff space assignments in USAID’s Computer-Aided Facility Management (CAFM) system. There are no known limitations to these data. AMS Office staff will validate staff space assignments in the new building prior to the move date. They will also validate that all staff identified to transition to the leased building have successfully moved by cross-referencing current Bureau staff directories and space-assignment information in the CAFM system.
Percent completion of Phases 3 and 4 of the Ronald Reagan Building Renovation	Data source is the RRB Modernization project plan maintained by the Headquarters Management Division in the Bureau for Management’s Office of Management Services. There are no known limitations to this data. The Headquarters Management Division updates completion status in the project plan in coordination with the GSA, which is responsible for construction.
Security monitoring solutions enhancements	There are currently 460 Department of State facilities worldwide. The Department will use this baseline number (460) to measure the percentage of facilities updated through FY 2021. The

Key Indicator	Indicator Methodology
	<p>number of facilities may vary +/- (5) as some embassies and consulates are decommissioned and other brand-new facilities are opened. Prior to FY 2020, the Department enhanced 21 facilities. These numbers are included in the cumulative goals. In FY 2020 and FY 2021, the Department is to complete and report on the remaining 72 facilities to be enhanced. The Department will measure a facility enhanced when the documentation has been signed by the U.S. government official. Such technical enhancements may include perimeter security monitoring via High-Definition Secure Video Systems (HDSVS) which will provide greater video resolution and enhanced nighttime visibility.</p>